FROM THE EDITOR

We are delighted to return with the new edition of the AMS Quarterly! And we certainly hope the spring semester has been going wonderfully for us all.

As we embark on two fantastic conference journeys in the coming year; Coral Gables first and following with the resilient Brisbane, let us strive to keep up that AMS spirit in 2020! So, we look forward to you joining us at one or both events.

Further, we continue our column on contemporary topics of concern in marketing; particularly on ‘Transactional or Transformational approaches to Teaching Marketing’ in this issue. Guest authoring this column is Dr. William B. Locander, Professor of Marketing at Louisiana Tech University. We certainly encourage you all to read this column and believe you will enjoy and derive value from it.

Finally, we once again ask that you send us any news, photos, articles, or suggestions you deem to be relevant for the next issue to obilo1o@cmich.edu.

Cheers,

Obinna O. Obilo, Central Michigan University
obilolo@cmich.edu

Nina Krey, Rowan University
krey@rowan.edu

AMS President’s Message

The Academy of Marketing Science is providing important leadership in advancing the academic discipline of marketing. We exist to provide high integrity publications and conferences to serve our members. Our inclusive and engaging conference environments permit networking with global scholars. The Journal of the Academy of Marketing Science and AMS Review as well as 2019 conferences provided cutting edge knowledge for the discipline.

We are all looking forward to the annual conference in Coral Gables, Florida (May 20-22). Thanks to Pia Albinsson and Bidisha Burman, we will have an excellent program. We are also looking forward to the 23rd World Marketing Congress in Brisbane, Australia (July 14-17). Jay Weerawardena and Alastair Tombs are co-chairing the congress, and we anticipate another excellent event.

The 2020 annual conference in Coral Gables, Florida, is being held at the Biltmore Hotel, one of the most historic hotels in America. It was designed by architects associated with New York’s Grand Central Station and has been a destination resort for over a century. It is spread over 150 acres of tropical landscape and includes an 18-hole championship golf course.

The World Marketing Congress hosted by the University of Queensland Business School in Brisbane, Australia, will be a global event. Brisbane is on the shores of a bay off the Coral Sea in the Pacific Ocean. This popular tourist destination is one of the oldest cities in Australia, and it offers opportunities to explore many scenic areas.

As we enter a new decade, we are preparing to celebrate the 50th anniversary of AMS. The 2021 annual conference will be in New York and will provide the opportunity to review the history and progress of AMS. Joe Hair, Marko Sarstedt, and Lauren Beitelspacher will be co-chairing the conference, which will take place at the centrally located Hilton Midtown, just blocks away from Rockefeller Center and Central Park. Make plans to

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AMS Officers and Staff

President
O.C. Ferrell
Auburn University, USA
(334) 844-2454
ocf0003@auburn.edu

Executive Vice President/Director
Harold W. Berkman
University of Miami, USA
Office: (561) 969-9047
Fax: (561) 969-2994
ams@latech.edu

President-Elect
Julie Guidry Moulard
Louisiana Tech University, USA
(318) 257-2127
jmoulard@latech.edu

Immediate Past-President
Adilson Borges
NEOMA Business School, France
+33 326 77 46 04
adilson.borges@reims-ms.fr

Vice President for Programs
Brad D. Carlson
Saint Louis University, USA
(314) 977-3894
brad.carlson@slu.edu

Vice President for Development
Janna M. Parker
James Madison University, USA
parke4jm@jmu.edu
angeline@austin.utexas.edu

Vice President for Membership-International
Patricia Rossi
IESEG School of Management, France
p.rossi@ieseg.fr

Vice President for Membership – USA
Mark Peterson
University of Wyoming, USA
(307) 766-2054
markpete@uwyo.edu

Vice President for Publications
James S. Boles
University of North Carolina Greensboro, USA
(336) 334-4413
jsboles@uncg.edu

Secretary/Treasurer
Nina Krey
Rowan University, USA
(856) 256-3314
krey@rowan.edu

AMS Review Editor
Stephen L. Vargo
University of Hawaii at Manoa
(808) 956-8167
svargo@hawaii.edu

AMS Quarterly
Managing Editor
Nina Krey
Rowan University
(856) 256-3314
krey@rowan.edu

AMS Quarterly
Content Editor
Obinna Obilo
Administrator
Academy of Marketing Science
Louisiana Tech University
(318) 257-2612
ams@latech.edu

AMS Officers and Staff

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As Conference Program Co-Chairs it is our great pleasure to invite you to attend the 2020 Academy of Marketing Science Annual Conference which will take place from May 20-22, 2020 in Coral Gables also called “The City Beautiful.” Please mark your calendars for this exciting event.

The theme of the 2020 AMS Annual Conference is *From Micro to Macro: Dealing with Uncertainties in the Global Marketplace*. The global marketplace is full of uncertainties resulting from emerging technologies and disruptive innovations. For example, some large privately held start-ups, specifically those created in the last decade have recently gone public to manage risks with varied levels of success. Many of these are high-tech companies that are leveraging artificial intelligence, machine learning, cloud computing, robotic automation, augmented reality, and other recent advancements. Some of these companies operate in what is known as the Sharing Economy and offer collaborative consumption opportunities. These digital technology companies are bringing incremental, as well as radical and disruptive innovations to the marketplace, sometimes challenging the status quo of long-standing incumbents and traditional industries. We see proliferation of automation in the service sector all the time. For example, front-line service employees are traded for screens at fast food restaurants, airports, and luxury hotels. Autonomous vehicles may soon replace the way we use rideshare services, taxis and public transit. On the other hand, there is immense potential of using automation towards social good. The proliferation of artificial intelligence in the health care sector is providing cost-cutting, time saving, and enhanced professional efficiencies to improve patient outcomes. All these innovations are profoundly impacting consumer experiences. The conference allows for multiple networking events, competitive paper sessions, special sessions, and panels that discuss the above and many other stimulating topics.

AMS is excited to return to Coral Gables, Florida, a city conveniently located adjacent to Miami. Coral Gables is known for its beautiful ivy-covered mansions and historical landmarks such as the world-famous Biltmore Hotel (AMS conference hotel) and the Venetian Pool, both built in the 1920s. The city’s architecture is mostly Mediterranean Revival style.

Coral Gables stands out as a rare pearl in South Florida. Elements of style like the use of wide-tree lined avenues, monumental buildings, winding roadways, green space, plazas, and fountains are incorporated throughout the city. In
addition to its natural beauty, Coral Gables is a major employment center with the economy comprising of both local and international businesses. The University of Miami is also located in Coral Gables and is the city’s largest employer. The city has an abundance of restaurants, boutique and retail shops. Miracle Mile and the Village of Merrick park boasts more than a 100 select retailers. The city comes to life with its bookstores, museums, live theatres, and art galleries. Visitors and residents enjoy the Fairchild Tropical Botanic Garden, as well as cultural festivals throughout the year. In addition, the vintage style trolley connects many of the commercial districts, Grand Avenue, and the Metrorail. Overall, a great experience for those who are not familiar with the region.

So, please save the date for the 2020 AMS Annual Conference to be held from May 20 to May 22, 2020. Conference registration is open and early bird rates end on March 25, 2020. We look forward to seeing you in Coral Gables, Florida!

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**2020 Academy of Marketing Science World Marketing Congress**

**July 14-17, 2020**

**The University of Queensland Business School, Brisbane, Australia**

Conference Program Co-Chairs:

- **Jay Weerawardena**
  University of Queensland Business School
  Brisbane, Australia
  j.weerawardena@business.uq.edu.au

- **Alastair Tombs**
  University of Queensland Business School
  Brisbane, Australia
  a.tombs@business.uq.edu.au

As Drucker said, the only two value-added functions in business are marketing and innovation. Today marketers are challenged to add value in an environment characterized as filled with problems arising from climate change, global natural resource management, fractionized political and economic viewpoints, and changes in the social landscape, both within and across national borders. These “sands” continue to shift from the past into our current world and marketing innovations more and more are leveraged by the rising influence of artificial intelligence, virtual reality, mechanamorphics, a proliferation of data, changing economic power concentration, and a myriad of other factors. Notably, Queensland, the host state of the 2020 Academy of Marketing Science World Marketing Congress and home to the Great Barrier Reef and oldest and most bio-diverse rainforest in the world, is no stranger to environmental threats.

In the complex context of today’s world, as in the past, marketers continue to seek to discover new ways of creating value-adding exchanges. Tools such as marketing analytics point toward innovative ways to replace or assist marketing decision-making. However, marketing efforts should continue to be guided by such values as equity, transparency, authenticity, and empathy. At a collective and organizational level, marketers should strive to continue to offer value in a socially-responsible way to society and the consumers within.

Accordingly, the AMS WMC 2020 provides a platform and collegial atmosphere for marketing scholars as they continue to

*continued on page 5*
AMS Upcoming Events continued from page 4

consider their work through the lens of ‘responsible’ or ‘enlightened marketing’, which takes into consideration the disciplines potential societal and environmental effects and contributions in theory and practice. This will include the presentation of possible new theory discoveries and findings that could lead to more efficient and impactful responses by marketers to the current multi-faceted global challenge array. Gatherings such as this help to assure that the future of marketing and the communities it so closely impacts will be bright and continue as a true value-added function to business.

AMS OFFICIAL PUBLICATIONS

Updates from the V.P. of Publications
James S. Boles

AMS continues to play a leading role in advancing marketing thought and the marketing discipline. AMS, with John Hulland (University of Georgia) as Editor, continues to be one of the most widely read and cited marketing journals with an impact factor of 9.36. JAMS continues to be represented on the Financial Times List Top 50 Journals list, ranking number 3 overall in the Business Category. Stephen Vargo (University of Hawaii at Manoa) Editor-in-Chief of AMS Review continues to enhance the Journal’s position. Downloads and citations of AMSR articles are growing and the reach of the Journal is continuing to expand. Finally, as Editors of the AMS Quarterly, Obinna Obilo (Central Michigan University) & Nina Krey (Rowan University) will continue keep us informed about important AMS news and events related to the Academy. We appreciate your support of our publications.

continued on page 6
Journal of the Academy of Marketing Science
JAMS Update: New Impact Factors and Special Issue

The latest JCR/ISI impact factor scores are out, and it’s good news yet again for JAMS. Of the six Marketing journals on the Financial Times 50 list, for the second year running JAMS has the highest 2-year and 5-year impact factors, with and without self-citation. It is also once again ranked 3rd of all journals in the Business category for 2018. Below is a summary of the impact factors for the six Marketing journals, showing the changes from 2017 to 2018:

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<td>2018</td>
<td>9.36</td>
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<td>Ranking of Overall Business Category</td>
<td>3</td>
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We increased the number of papers published in JAMS three years ago by 18%. This means that the number of citations per paper (depth) has increased even as the total number of papers being published (breadth) has also gone up.

We hope that you as AMS members will help promote JAMS in your schools and departments by sharing this good news with your department chairs, as they evaluate new journals for P&T and annual reviews.

In other activities, there will be one JAMS special issue this year: Creating Customer, Firm, and Social Value through Cutting-edge Digital Technologies (edited by Kirk Plangger, Ko de Ruyter, Catherine Tucker, and Dhruv Grewal). Submissions will be accepted beginning July 20, 2020 and ending October 2, 2020. (A call for papers on this topic can currently be found on the JAMS website.)
AMS Review: Continuing and New Initiatives

Call for Papers: Informing Marketing Theory through Consumer Culture Theoretics (CCT)
Special Section Editors: Eric Arnould, David Crockett and Giana Eckhardt
Submission deadline: February 15, 2020
We are soliciting manuscripts for a special section featuring Consumer Culture Theoretics (CCT) for the AMS Review. Our purpose is to highlight CCT’s many theoretical innovations and contributions to marketing thought and practice, and engage the AMS Review readership, who may be unfamiliar with CCT scholarship. We are especially interested in papers that constructively inform midrange marketing theory and link and integrate CCT with other research streams and sub-disciplines.
For more information visit:
https://www.springer.com/journal/13162/updates/17277100

Call for Papers: Theories of Markets
Special Issue Editor: Hans Kjellberg
Submission deadline: June 22, 2020
The purpose of this special section of AMS Review is to present state of the art formulations of distinct theoretical approaches to markets and suggest ways in which they add to or complement established market conceptions within marketing. The special section seeks to reflect a variety of theoretical approaches that contribute to our understanding of markets and market-related issues. We thus anticipate the section to include papers on market theories with different pedigrees, starting points, and strengths. In line with this, we encourage contributions presenting distinct theoretical approaches to markets and marketing.
For more information visit:
https://www.springer.com/journal/13162

AMS Review/Sheth Foundation 2020 Annual Doctoral Competition for Conceptual Articles (ADCCA)
Co-Chairs: Jodie Conduit, Michael Kleinaltenkamp, and Stephen L. Vargo
The AMS Review and the Sheth Foundation called Marketing PhD students to submit conceptual research proposals for recognition and a $600 award. Doctoral course and dissertation research involve significant conceptual work (e.g., literature review, conceptual model) that often goes unpublished. Entering this competition is one way to receive feedback and advance conceptual development towards successful publication.
Submissions were completed on January 19, 2020 for consideration, and candidates were required to meet the following two eligibility criteria:
• Currently enrolled PhD student in Marketing, OR
• Completed PhD degree in Marketing during 2019 (Note: Cover letter must provide relevant information to verify eligibility.)

Latest Issue of AMS Review
The December 2019 issue of AMS Review is now published. The issue includes an editorial in which I outline my vision for the path forward for AMS Review, and twelve original, full-length conceptual articles. In addition, the Theory+Practice section features Bernie Jaworski’s interview article with Bob Lurie, Vice President, Strategy, Insight, and Analytics of Eastman Chemical Company on building marketing capabilities and a commentary by Neil A. Morgan.
continued on page 8
The pressures on higher education to be more efficient have slowly put the issue of student effectiveness into the background of our consciousness. To put this issue into marketing terms, we have adopted increasingly narrower views of what a quality education should be to be effective. It is time to listen to the words of Ted Levitt and our own lectures on myopic thinking about narrowly defining the business we, marketing academics, are in. Thinking about the present day educational environment, one can see that the pressure to increase section sizes, deal with limited resources, increased service loads and the increasing demands for quality research, all weigh on professors’ most valuable commodity—time. That being said, a professional business education should include time for students to practice the craft they are expected to engage in after graduation. In all professional colleges, the absence of experience-based practice could hypothetically lead to theoretical brain surgeons who have not seen the inside of an operating room—much less a patient’s skull, a music major who knows the historical significance of wind instruments, but cannot play a note, or possibly a criminal justice major who has not spent time patrolling the streets in a high crime area.

Over the last few decades there has been increased interest in experiential learning. The movement goes by various names, including action learning, hands-on-learning, service learning, cooperative learning, and adult transformative learning, to name a few. The difference between the typical classroom experience and these methods is in the direct nature of the learner’s experience. The traditional classroom experience tends to be more abstract relying on rote memory to correctly answer multiple choice exam questions. Experiential learning engages the learner in concrete experiences inside and outside the classroom. As educators in professional colleges of business, we should be mindful that our students are expected to be able to practice what they have learned. For example, teaching personal selling to a section of 70+ students may involve simply lecturing on methods of persuasion, handling objections, and closing a sale. Here the danger is in having students believe that they are equipped to engage customers effectively and make a sale. Alternatively, having students role play a sales call with an industrial purchasing agent from the business community makes the classroom material more concrete, especially if the role play is digitally recorded for feedback and utilized in a mentoring session.

In essence, experiential learning brings in more active engagement than the passive nature of typical classroom lectures followed by memory based testing methods.

One model of learning that illustrates a richer process of student engagement is the Kolb Four Stage Model. Following some active engagement in a concrete experience, the student is asked (individually, or as part of a class exercise) to reflect on what the activity means to them personally. As an example, students taking a diagnostic test showing that they are more creative than analytical might choose a career in advertising and leave the marketing research to other who enjoy digging into the data. Following is a “5 Question” reflection method which may lead to critical reflection:

1. Did you notice?
2. Why did that happen?
3. Does this happen in life?
4. Why does that happen?
5. How can you use that?

For example, students might take a tolerance for ambiguity scale where the results are revealed only to the student for reflection concerning what he learned about himself and how he may use these insights going forward.

While the above exercises may bring on a new orientation, professors are challenged to change their mental model of what it means to be a professor. By focusing on eight paradoxes, some insights into the professorial challenges of introducing experience learning into our classrooms might be gained.

**Eight Paradoxes**

One solves paradoxical relationships by abandoning an “either/or” mental frame and reframing the issues at hand as an “and” condition. Rather than framing a situation as either A or B, the issue is reframed as A and B. Eight paradoxes seem appropriate to the reframing educational activities:

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Paradox 1: Sage-on-the-State and Don’t Listen to Me
Moving from the role of being the subject matter expert telling classes how things are, the professor moves to being a listener, coach, and mentor which requires adopting a different mental model of teaching. Instead of students playing a passive role of being told and sold a diet of facts and figures, the learner eventually becomes a co-creator of their education. However, the teacher’s role changes. Instead of being the star of the classroom show, professors move out of the spotlight and become directors orchestrating a system of experiential activities.

Paradox 2: Doing Good and Bad
In order to handle paradox 1, professors have to come to grips with good and bad. In higher education today, there is increased pressure to employ systematic measures to “prove” that students learn by testing them with traditional methods based on memorization. Employing transformative learning shifts the agenda, for example, from a class of 40 students to 40 classes of one student. Traditional classroom teaching practices actually suppress the very individual growth afforded by transformative co-creation of learning.

Paradox 3: Student Answers are Right and Wrong
In order to achieve some measure of transformative learning, professors must moderate their dependency on their “right or wrong” mindset and accept that through activity and reflection, students gain personal insights which cannot be achieved by taking multiple-choice exams. To judge a person’s insights as right or wrong, is to suppress the cognitive processing necessary for insightful reflection.

Paradox 4: Students are Our Customers, but They Are Not.
It is agreed by some, usually students, that they pay for our services, making them customers. A valued colleague of mine, Dr. Jerry Goolsby, seemed to relish the discussion with his students concerning the customer issue. He would go into class and tell students that as customers he would give them a list of potential benefits, like a) an easy course, b) high grades, and low workload to make them happy. However, he would then tell the students that as his “product”, they would work hard, learn relevant ideas, and be very competitive in the job market. The students ultimately wanted to be his “product”, not customers. However, we should also be cognizant of our professional responsibility to treat students as customers from a service quality viewpoint. We do need to serve them by providing prompt service in grading exams and papers, lead them through the course material and provide relevant experiential exercises.

Paradox 5: Professor and Not
The paradox of being a professor and not being one is worth noting. The traditional “sage on the stage” metaphor of professional teaching is giving way to a move engaging type of educational mentor. Instead of being the “subject matter guru”, both telling and selling ideas, we might come to see ourselves as facilitators of “systems of learning” where co-creating experiences are the currency, not passing scantron tests. We might all come to see our students as “experiencing an education, not memorizing one.”

Paradox 6: Teaching is a Difficult Honor
We should all remember that being a professor is an honor. It is an honor to be able to teach another person and add value to their lives. But, most honors are pleasant, yet masterful teaching is difficult and requires extra work on the parts of professors and students. Professors, who merely because of their teaching load or other issues, follow the textbook and publisher teaching aids religiously, are missing the joy of co-creating with their students. The line of thinking that one must cover every chapter may have the unintended result of turning the class into a transaction for grades; personally, I try to avoid textbook hugging.

Paradox 7: Transact or Transform
Some marketing classes are transactional in nature. The “Sage on the Stage” delivers his/her “words of wisdom” and the students file the material in short-term memory for the next exam. The transaction is answer the multiple choice/true false questions, get a good grade, and after three exams in the semester, you are a marketer!! This, of course, is an exaggeration but there are insights to be gleaned. Maybe, we should view our relationships with students as transformational and not transactional. What if our courses were all activity based and there were NO EXAMS? A clinical psychologist friend of mine calls multiple choice/true false tests, mind-f****ing. Why?, because there is little internalization of the material and even less personal transformation. For example, in a leadership class, lecturing on the nature of leadership will do little to enhance students’ leadership skills.

Paradox 8: The End is the Beginning
With the changing educational environment, the end of one era signals the beginning of another. We may be at the end of transactional learning and the beginning of transformational educational processes and systems. Maybe we should take a lesson from our own marketing lectures and not be myopic to the changing environment and the needs of our students. Change, however, begins with us as professional educators—
continued on page 10
we have the honor to be responsive to the needs of our students. Maybe our transformation as educators means that we relinquish our roles as sages and become “systems designers” who watch and mentor as our students experience and develop themselves.

Author Bio

Dr. William B. Locander, Professor of Marketing and Eminent Scholar earned his doctoral degree from the University of Illinois Urbana-Champaign in 1973. His research spans the areas of leadership, marketing strategy, sales, strategic planning, organizational change etc. He has also spoken and consulted on these areas for firms such as GE, IBM, Chevron, 3M, P&G, American Brands, amongst others.

He has served at several institutions in his distinguished academic career, including as Dean for the Joseph A. Butt, S.J., College of Business at Loyola University in New Orleans. He also served as president of the American Marketing Association from 1988 through 1989.


He currently serves as Professor and Chair of the Department of Marketing and Analysis at Louisiana Tech University.

### OTHER ANNOUNCEMENTS

**2020 Mathew Joseph Emerging Scholar Award**

AMA DocSIG invites all doctoral students to apply for the 2020 Mathew Joseph Emerging Scholar Award

**Deadline for applicants: Wednesday, April 1, 2020 at 11:59 PM EST**

The American Marketing Association’s Doctoral Student Special Interest Group (DocSIG) welcomes applications for the Matthew Joseph Emerging Scholar Award. This award honors a doctoral student scholar who displays exemplary scholarship and a bright future in the marketing discipline. Nominees (self-nominees welcomed) must meet the following criteria:

- Be a doctoral student or candidate in marketing in good standing at an AACSB university.
- Demonstrated research productivity (e.g., presented a conference paper, published a peer-reviewed paper). Doing so at an AMA conference or journal is plus.
- Be a member of the American Marketing Association (AMA) at the time of application.

Applications must be in one .pdf document including:

1. Cover letter as to why the nominee would be an ideal recipient of the emerging scholar award, including a statement regarding his/her personal research stream.
2. Current curriculum vitae (including a record of publications).
3. (Self-nominees only): One signed recommendation letter from your dissertation chair or a tenured faculty to attest to the nominee’s research impact and contribution to scholarship.

All applications will be evaluated by a panel of three (3) marketing scholar judges and must be received by the due date and time listed above. To apply, please email one .pdf document to jlocander@bus.olemiss.edu.

Please contact Jennifer Locander (jlocander@bus.olemiss.edu) with any questions.

The winner will receive a plaque, an award of $250, and free registration to the 2020 AMA Summer Educators’ Conference. The winner will be notified by mid-June and should be present at the conference in order to receive the award.

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Corporate Membership and Annual Subscription to JAMS and AMS Review is $100.00 $_______
The Board of Governors recommends a $25.00 donation to the AMS Foundation: $_______
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Questions?
Contact the AMS office at 318-257-2612 or ams@latech.edu.

BOARD OF GOVERNOR’S CORNER

Barry Babin  Joe Hair

The BOG had a busy 2019. For the first time, AMS awarded the Jay Lindquist Best WMC paper in July at Edinburgh. The award will annually recognize the best full paper presented at the WMC. We are also continuing our partnership with the French Marketing Association. We held special sessions in Vancouver and will do so again at Coral Gables. We truly value the partnership with our French colleagues. In the same spirit, AMS is embarking on a partnership with the Italian Marketing Association. The effort initiated with a special session at the 2019 AMS WMC in Edinburgh and will continue with two sessions at the 2020 Annual Conference in Coral Gables. Look for more news and calls for grants for teams representing AMS and the Italian Marketing Association.

The BOG also helped develop and approved the AMS Code of Ethics now posted at www.ams-web.org. Further, the BOG and the EC approved the Parasuraman Best JAMS Article Award for Long-Term Impact. The award will recognize a paper published in the past that has had a lasting impact on our field. Plans are to name the first winner at the Annual Conference.

2020 is an election year for AMS. In the coming weeks, all active AMS Fellows will be able to cast votes for leadership candidates to serve on the Executive Council (EC) and the Board of Governors (BOG). In addition, we will be proposing some significant changes to the AMS By-Laws. The most important changes will change the EC Officer responsibilities and names. For example, we propose to consolidate the VP of Membership and VP of International Membership offices into a single VP of Global Membership Office. The consolidation will enable us to create a new office, VP of Communication. That office will be involved in coordinating communication efforts through all media, including social media. We also propose some changes to the office of VP of Development. Please look for those proposals on the ballot.

We look forward to another great year in 2020 and to continue to keep AMS in place as the preeminent professional association for marketing academics.
If you have not yet renewed your membership, we would like to take this opportunity to urge you to renew your AMS membership for the upcoming year and to remind you that your AMS membership offers you a unique set of benefits.

1. A subscription to JAMS and AMS Review are included in your membership price. In addition, free online access to JAMS and AMS Review are available to members through http://www.ams-web.org. AMS Review is increasingly regarded as a leading marketing journal and it is now in the ABS, the UK based ratings/groupings. Understanding that theory is the fuel for research, AMS Review publishes thoughtful commentaries that offer insights and perspectives extending knowledge and understanding of marketing-related phenomena.

2. Professional networking through the annual AMS conference, other conferences sponsored by the Academy, and the membership directory. AMS conferences are known for a unique, friendly, and welcoming atmosphere. They are designed to offer interactive opportunities for sharing research and teaching ideas.

3. Opportunities to interact with academics on an international level. With its current diversity of membership, the World Marketing Congress, and a globally supported national conference, AMS is a truly international organization in its heart and soul.

4. The AMS Quarterly provides ongoing information on AMS programs, publications, and news.

With all of these benefits, AMS members receive a high value for their membership dues and ample opportunities to grow professionally as well as personally.

We look forward to an ongoing, mutually beneficial relationship with each of you! Renew your membership in AMS today by sending your renewal to the address at the top of the page:

If you would like to help recruit new members for AMS, please share the above information with faculty and doctoral students who are not currently members of AMS. More detailed information about AMS and membership can be found at http://www.ams-web.org. We sincerely appreciate your support!