

Stakeholder Marketing Consortium

CONFERENCE AGENDA

THURSDAY, SEPTEMBER 13

- 6:00-7:00 Reception (Hefner Lounge, Aspen Meadows Reception Building)
- 7:00-9:00 Dinner (Bernhard Room, Aspen Meadows Restaurant)

FRIDAY, SEPTEMBER 14

- 7:00-7:45 Breakfast (Aspen Meadows Restaurant)
- 8:00-8:15 Welcome and Introductions (Kaufman Room, Doerr-Hosier Center)
C.B. Bhattacharya, Faculty Chair, Stakeholder Marketing Consortium
Nancy McGaw, Deputy Director, Aspen Institute,
Business & Society Program
- 8:15-9:45 **Session I | New Purpose: What is the Role of Marketing in a “Wiki World”?** (Kaufman Room)

a) What is the impact on business performance of broadening from a market/customer orientation to a stakeholder orientation? (**Rohit Deshpande, Harvard Business School**)

b) Does stakeholder theory have the capacity to recognize the larger social responsibilities of transnational organizations? (**Ron Hill, Villanova School of Business**)

c) What should we be teaching future managers (our undergraduates and MBAs) that can lead and inspire them to take their roles as marketing practitioners more thoughtfully? What virtues should we be promoting and encouraging in them, that will facilitate their firm’s success but not sacrifice public trust, ecological welfare, employee loyalty and health, etc. as trade-offs? (**David Mick, University of Virginia, McIntire School of Commerce**)

d) How can the academic endeavors in Marketing (research, teaching, and public engagement) be channeled to maximize the positive impact on practice? (**Madhu Vishwanathan, University of Illinois at Urbana-Champaign**)

- 9:45-10:00 Morning Break
- 10:00-10:30 **Practitioner Perspective: Bhaskar Chakravorti, McKinsey & Company**
(Kaufman Room)
- 10:30-12:00 **Session II | New Audiences: Customers? Employees? Regulators? Stakeholders?** (Kaufman Room)

a) Although we often talk about the importance of "managing stakeholders," given the variety of stakeholders and their diverse (and often competing) interests, what are the limitations on the feasibility of strategies that attempt to manage stakeholders who interact in open macro social systems? What is the role/impact of the new media on the potential effectiveness/success of this type of strategy? **(Peter Dacin, Queens University)**

b) Why are assistive technologies on the internet that have little to offer consumers galvanizing significant investments? What can we learn about this by understanding the perspectives of different stakeholders? **(John Lynch, Fuqua School of Business, Duke University)**

c) How can marketing/consumer research be used to tailor programs to individual employees? **(Punam Keller, Tuck School of Business at Dartmouth)**

d) How should (or if) regulators get involved if consumers/patients are making sub-optimal decisions? Should there be financial incentives required within health insurance plans for appropriate adherence behavior? How does this affect direct-to-consumer advertising that is done by the pharmaceutical companies? What role should the doctor play in this process? Can we invent a new, more consumer-focused health/medical process that focuses on follow up and patient issues that would probably require investing in a cheaper intermediary (i.e., other than a doctor or even a nurse practitioner) who focuses on these patient specific issues? **(Barbara Kahn, School of Business Administration, University of Miami)**

12:00-1:15 Lunch/Break (Aspen Meadows Restaurant)

1:15-1:45 **Practitioner Perspective: Bobbi Silten, Gap, Inc.** (Kaufman Room)

1:45-3:15 **Session III | New Forms: Whither For-Profits? Non-Profits? Hybrids? Partnerships?** (Kaufman Room)

a) How can we configure partnerships to achieve maximum social impact? What are the relative merits and drawbacks of straight philanthropy, CRM, sponsorships, co-branding and other forms? Wither employee involvement? **(Paul Bloom, Fuqua School of Business, Duke University)**

b) What are the effects of CSR on nonprofit organizations? What are the positive effects, and under what circumstances do CSR initiatives have positive effects on nonprofits? What are the negative effects, and in what situations do CSR initiatives have negative effects? What impact do the negative effects have on the nonprofit marketplace more generally? How can the negative effects be anticipated and mitigated? **(Meme Drumwright, College of Communications at The University of Texas at Austin)**

c) How can corporate-NGO relationships inform marketing decision making? **(Craig Smith, INSEAD)**

d) When do cause-marketing or corporate contributions to charities create skepticism about corporate incentives? **(Aradhna Krishna, Stephen M. Ross School of Business, University of Michigan)**

- 3:15-3:30 Afternoon Break
- 3:30-4:00 **Practitioner Perspective: Bonnie McEwan, Girl Scouts of the USA**
(Kaufman Room)
- 4:00-4:30 Day One Wrap Up: Reflections (**Jim Walsh, Stephen M. Ross School of Business, University of Michigan and Vice President, Academy of Management**)
- 6:30 Dinner in Downtown Aspen (Lu Lu Wilson)

SATURDAY, SEPTEMBER 15

- 7:00-7:45 Breakfast (Aspen Meadows Restaurant)
- 8:00-8:30 **Practitioner Perspective: John Elkins, Visa International**
(Kaufman Room)
- 8:30-10:00 **Session IV | New Metrics: What and How Do We Measure?**
(Kaufman Room)

a) Defining metrics for stakeholder involvement/CSR activities/ labor/ environment etc. — How do we measure the impact of various non-traditional activities? What metrics should one use? How would one measure them, and what is their validity? Reliability? (**Priya Raghurir, Haas School of Business, University of California**)

b) How do we calibrate and balance different objective functions? How do we address sustainability given high inter-temporal discount rates? (**John Roberts, London Business School**)

c) How does a short-term orientation (in terms of marketing actions, outcomes and metrics) influence a firm's understanding of and focus on its broader stakeholders? For example, if a firm considers only the effects of a marketing strategy/campaign in the short-term (in terms of response, increase in market share, lift, and increased short-term awareness) does this lead the firm to be less likely to consider the effects of its actions on its customers and other stakeholders in the long-term (CLV, health issues, environment, social issues)? (**Kay Lemon, Boston College, Carroll School of Management**)

d) **Russ Winer, Leonard N. Stern School of Business, New York University and Executive Director, Marketing Science Institute**, to join in via video-conferencing

- 10:00-10:15 Morning Break
- 10:15 -10:45 **Practitioner Perspective: Pamela Forbus, Frito-Lay** (Kaufman Room)

10:45- 12:15 **Session V | New Challenges: Hidden Dangers that Lurk in this New World Order?** (Kaufman Room)

- a) What is the optimal way to communicate CSR to multiple stakeholder audiences? (**Sankar Sen, Zicklin School of Business, Baruch College, CUNY**)
- b) Under what conditions is "marketing to non-consumer stakeholders" dangerous to society? (**C.B. Bhattacharya, Boston University School of Management**)
- c) What are the factors that make consumers (or the media) suspicious of a firm's CSR activities? (**Jill Klein, INSEAD**)
- d) What are the characteristics of brands and industries that emerge as targets of vigilante ads? (e.g., Big Pharma on You Tube). How effective are these messages as "brand communications"? Do vigilante ads exert their effects through similar processes that drive traditional brand ads? Does format matter? Is the concept of resonance (personal and cultural) particularly useful for studying processes related to anti-brand and industry ads? How should marketers react to the seeming reality of organized protest of their industries and brands? (**Susan Fournier, Boston University School of Management**)

12:15-12:45 Conference Wrap Up: Future Directions (**C.B. Bhattacharya**)

12:45 Lunch (Aspen Meadows Restaurant/Bag lunch for early departures)

Companies Represented at Stakeholder Marketing Consortium, 2007 Conference

Frito-Lay
Gap, Inc.
Girl Scouts of the USA
McKinsey & Company
Visa International

