

Kent Grayson

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EDUCATION

Ph.D. 1994 Northwestern University, Kellogg School of Management, Department of Marketing.
MA 1986 University of Michigan, Department of Communication.
BA 1984 University of Michigan, English and Communication, Distinction, High Honors

ACADEMIC POSITIONS

2010 – present: Tenured Associate Professor, Bernice & Leonard Lavin Professorship, Kellogg School of Management, Evanston, IL
2007 – 2010: Tenured Associate Professor, Kellogg School of Management, Evanston IL
2002 – 2007: Associate Professor, Kellogg School of Management, Evanston, IL
2000 – 2002: Associate Professor, London Business School, London, UK
1995 - 2000: Assistant Professor, London Business School, London, UK

CURRENT LEADERSHIP ACTIVITIES

2015 – present: Faculty director and co-founder (with Jamie Rosman) of [The Trust Project at Northwestern University](#), a digital platform designed to provide different perspectives on the concept of trust and to highlight the connections between these perspectives.
2007 – present: Co-coordinator and co-founder (with Al Muñoz) of the [Chicago Consumer Culture Community \(C4\)](#), a group that hosts six presentations per year by consumer researchers whose work is influenced by theories and methods from sociology, anthropology, communication studies, and cultural studies.

MAIN RESEARCH INTERESTS

Consumers often face questions about fabrication and fact in the marketplace. For example, they may wonder whether their mechanic is telling the truth about the need for a repair or whether the “Ab-maxer Plus” advertised on TV will truly make them lose weight. They may worry about

whether their lawyer is really spending 30 billable hours per week on their case, or whether a baseball they bought on eBay was actually hit by a famous homerun player. My research investigates how consumers handle these perceived uncertainties and vulnerabilities. More specifically, I focus on such issues as trust and distrust, truth and falsehood, the sincere and the phony, and the authentic and the fake.

In a related research area, I also study companies that use direct selling and network marketing as a channel of distribution. Direct selling is the sale of consumer goods in non-retail locations such as the home or the workplace. Network marketing is a type of direct selling that uses social networks to develop a customer base and a home-based distribution network. My research examines these unique marketing systems, investigating issues relating to relationship marketing, social networks, salesforce compensation, and selling strategies, as well as the fabrication and fact topics listed above.

JOURNAL ARTICLES

Isaac, Mathew S. and Kent Grayson (2017), "Beyond Skepticism: Can Accessing Persuasion Knowledge Bolster Credibility?" *Journal of Consumer Research*, 43 (6), 895-912.

Tumbat, Gülnur and Kent Grayson (2016), "Authority Relinquishment in Agency Relationships," *Journal of Marketing*, 80 (May), 42-59.

Isaac, Mathew S., Aaron R. Brough, and Kent Grayson (2016), "Is Top 10 Better than Top 9? The Role of Expectations in Consumer Response to Imprecise Rank Claims," *Journal of Marketing Research*, 53 (June), 338-353.

Ruiz, Dirk, Dipak Jain and Kent Grayson (2012), "Subproblem Decomposition: An Exploratory Research Method for Effective Incremental NPD," *Journal of Product Innovation Management*, 29:3, pp. 385-404.

Humphreys, Ashlee and Kent Grayson (2008), "The Intersecting Roles of Consumer and Producer: Contemporary Criticisms and New Analytic Directions," *Sociology Compass*, 2, 1-18

Grayson, Kent, Devon Johnson, and Der-Fa Chen (2008), "Is Firm Trust Essential In A Trusted Environment? How Trust in the Business Context Influences Customers," *Journal of Marketing Research*, 45 (April), 241-256.

Grayson, Kent (2007) "Friendship versus Business in Marketing Relationships," *Journal of Marketing*, 71 (October), 121-139. *Finalist, 2007 Harold H. Maynard Award for significant contribution to marketing theory and thought.*

Johnson, Devon and Kent Grayson (2005), "Cognitive and Affective Trust in Service Relationships," *Journal of Business Research*, 58:4 (April), 500-507.

- Grayson, Kent and Radan Martinec (2004), "Consumer Perceptions of Iconicity and Indexicality and Their Influence on Assessments of Authentic Market Offerings," *Journal of Consumer Research*, 31:2 (September), 296-312
- Grayson, Kent and David Shulman (2000), "Indexicality and the Verification Function of Irreplaceable Possessions: A Semiotic Analysis," *Journal of Consumer Research*, 27 (June), 17-30.
Reprinted in Consumer Behavior, Volume 5: Possessions, Brands and the Self (2006), Margaret Hogg, ed., Thousand Oaks, CA: Sage, 172 – 196.
- Grayson, Kent and Tim Ambler (1999), "The Dark Side of Long-Term Relationships in Marketing Services," *Journal of Marketing Research*, 36 (February), 132-141.
- Coughlan, Anne and Kent Grayson (1998), "Network Marketing Organizations: Compensation Plans, Retail Network Growth, and Profitability," *International Journal of Research in Marketing*, 15 (December), 401-426.
- Grayson, Kent (1998) "Customer Responses to Emotional Labor in Discrete and Relational Service Exchanges," *International Journal of Service Industry Management*, 9 (Summer), 126-154. *Winner, 1998 IJSIM most outstanding paper award.*
- Deighton, John and Kent Grayson (1995), "Marketing and Seduction: Building Exchange Relationships By Managing Social Consensus," *Journal of Consumer Research*, 21 (March), 93-109.
- Iacobucci, Dawn, Amy Ostrom and Kent Grayson (1995), "Distinguishing Service Quality and Customer Satisfaction: The Voice of the Customer," *Journal of Consumer Psychology*, 4, 277-303.

ACADEMIC BOOK CHAPTERS

- Grayson, Kent (2018), "Shopping With Charles Peirce: From Sign Meaning To Sign Degeneracy in the Marketplace," *Canonical Authors in Consumption Theory*, Søren Askegaard and Benoît Heilbrunn, eds., pp. 167 – 176.
- Grayson, Kent and Matteo Corciolani (2015), "Authenticity," *The Encyclopedia of Consumption and Consumer Studies* (Daniel Cook and J. Michael Ryan, eds), Hoboken, NJ: Wiley-Blackwell.
- Grayson, Kent and Devon Johnson (2015), "Marketplace Trust," *The Encyclopedia of Consumption and Consumer Studies* (Daniel Cook and J. Michael Ryan, eds), Hoboken, NJ: Wiley-Blackwell.
- Grayson, Kent (2000), "Counterfeit Brands: Fooling Others or Fooling Ourselves?" *Brand.New* (Jane Pavitt, ed.), London, UK: V&A Press.

Grayson, Kent and David Shulman (2000), "Impression Management and Services Marketing," *Handbook of Services Marketing* (Dawn Iacobucci and Teresa Swartz eds.), Thousand Oaks, CA: Sage, 51-67.

Johnson, Devon and Kent Grayson (2000), "Sources and Dimensions of Trust in Service Relationships," *Handbook of Services Marketing* (Dawn Iacobucci and Teresa Swartz eds.), Thousand Oaks, CA: Sage, 357-370.

Grayson, Kent (1999), "The Opportunities and Dangers of Playful Consumption," *Consumer Value* (Morris Holbrook, ed.), New York, NY: Routledge, 105-125.

Grayson, Kent (1998), "The Icons of Consumer Research: Using Signs to Represent Consumers' Reality," *Representing Consumers: Voices, Views and Visions* (Barbara Stern, ed.), New York, NY: Routledge, 27-43.

Grayson, Kent (1998), "Commercial Activity at Home: Managing The Private Servicescape," *Servicescapes: The Concept of Place in Contemporary Markets* (John F. Sherry, Jr., ed.), Chicago, IL: NTC Business Books, 455-482.

Grayson, Kent (1996), "Examining the Embedded Markets of Network Marketing Organizations," *Networks in Marketing* (Dawn Iacobucci, ed.), Thousand Oaks, CA: Sage, 325 - 341.

Iacobucci, Dawn, Kent Grayson, and Amy Ostrom (1994), "The Calculus of Service Quality and Customer Satisfaction: Theoretical and Empirical Differentiation and Integration," *Advances in Services Marketing and Management: Research and Practice*, Volume 3, Teresa A. Swartz, David E. Bowen and Stephen W. Brown eds., Greenwich, CT: JAI Press, 1-67.

WORKING PAPERS

"When Authenticity is Not Contagious: Process Versus Place in Shaping Judgments of Authenticity," with Chelsea Galoni and Brendan Strejcek, March 2017.

"Et Tu Brute? Vulnerabilities to Opportunism in Relational Embeddedness," with David Shulman, January 2016.

ACADEMIC SERVICE

- Associate Editor, *Journal of Consumer Research*, 2010 – 2014
- Editorial Review Board Member, *Journal of Consumer Research*, 2000 – 2010.
Recognized as "outstanding reviewer," 2003, 2009.
- Co-Chair (with Albert Muñiz and Hope Schau), Consumer Culture Theory Conference,

- 2011.
- Co-Chair (with Chelsea Galoni and Brendan Strejcek), 4th Annual Authenticity Conference, 2018.
 - Co-Chair (with Craig Garthwaite) Trust in Healthcare Conference, 2018.
 - Co-Chair (with Deborah Small), perspectives sessions, workshops, and roundtables, Association for Consumer Research annual conference 2014.
 - Curator, “Morality and the Marketplace,” *JCR Research Curations*, 2014.
 - Associate Editor, Association for Consumer Research annual conference, 2011, 2012.
 - Blue Ribbon Panel Member, John A. Howard/AMA Doctoral Dissertation Award, 2015.
 - Committee Member, ACR Nicosia Award, 2013
 - Editorial Review Board Member, *Academy of Marketing Science Review*, 1997 – 1999. Recognized as “outstanding reviewer,” 1999.
 - Guest Associate Editor, *Journal of Consumer Research*, 2007, 2008, 2016, 2017
 - Ad Hoc Reviewer, *Journal of Marketing Research*, *Marketing Science*, *Journal of Marketing*, *International Journal of Research in Marketing*, *Journal of Consumer Psychology*, *Marketing Letters*, *Journal of Retailing*, *Journal of Advertising*, *Journal of the Academy of Marketing Science*, *Journal of Business Research*, *Sloan Management Review*, *Journal of Interactive Marketing*, *Journal of Economic Psychology*, *European Journal of Marketing*, *Journal of Management Studies*, *MIS Quarterly*.
 - Program Committee Member, Association for Consumer Research Europe Conference 1999, 2003; Association for Consumer Research USA Conference 1998, 2001, 2002, 2003, 2005, 2006, 2007, 2008, 2009, 2018.
 - Competitive Paper Reviewer, Association for Consumer Research Annual Conference 1995, 1996, 1997, 1999, 2004; Association for Consumer Research Europe Conference 2005; Consumer Culture Theory Conference 2013, 2014; ACR Conference on Gender, Marketing and Consumption 2004; American Marketing Association Winter Educators' Conference, 1994; American Marketing Association Summer Educators' Conference, 1999; TIMS Marketing Science Conference, 1994
 - Reviewer, Marketing Science Institute, Alden Clayton Dissertation Competition, 2001, 2008, John A. Howard Dissertation Competition 2009.
 - Advisor to the Board, Association for Consumer Research, 2001 – 2003.

MANAGEMENT PUBLICATIONS

Tybout, Alice and Kent Grayson (2010), “Segmentation and Targeting,” *Kellogg on Marketing*, New York, NY: Wiley, 26 – 55.

Grayson, Kent (2000), *A Comparative Study of Attitudes and Practices of Retail Workers, Franchise Managers, and Direct Sellers in Germany and the United Kingdom*, London UK: London Business School.

Grayson, Kent and Richard Berry (1999), “The Strategic Advantages of Direct Selling,” *Mastering Marketing* (Financial Times, ed.), London, UK: Financial Times Publishing, 225-230.

Grayson, Kent and Svetlana Kirillova (1999), "Monitoring the Market Misleaders," *Mastering Marketing* (Financial Times, ed.), London, UK: Financial Times Publishing, 159-162.

Swartz, Gordon, Bruce G.S. Hardie, Kent Grayson and Tim Ambler (1996), *Value for Money? The Relationships Between Marketing Expenditure and Business Performance in the UK Financial Services Industry*, Berkshire, UK: The Chartered Institute of Marketing.

Iacobucci, Dawn, Kent Grayson, and Amy Ostrom (1994), "Customer Satisfaction Fables," *Sloan Management Review*, 35:4 (Summer), 93-96.

Kotler, Philip, Jonathan Hibbard and Kent Grayson (1995), "Marketing and Merchandising," *The New Encyclopaedia Britannica*, 15th Edition, Volume 23 (Macropaedia), Chicago, IL: Encyclopaedia Britannica, Inc., 495-508.

CONFERENCE PRESENTATIONS

"How Do Authenticity Meanings Evolve? A Longitudinal Analysis of Music Album Reviews," 2017 Association for Consumer Research Conference, Competitive Session Co-Presenter with Matteo Corciolani and Ashlee Humphreys.

"Engineered Essence and Authenticity," 2017 Association for Consumer Research Conference, Competitive Session Co-Presenter with Chelsea Galoni and Brendan Strejcek.

"Desire to Learn About The Category Sparks Preference for Authenticity," 2017 Association for Consumer Research Conference, Competitive Session Co-Presenter with Sharlene He and Gregory Carpenter.

"Increasing PSA Effectiveness: Two Routes from Self-Threat to Message Acceptance," 2017 Association for Consumer Research Conference, Competitive Session Co-Presenter with Jinjing Ma and David Gal.

"Beyond Skepticism: Can Accessing Persuasion Knowledge Bolster Credibility?" 2015 Association for Consumer Research Conference, Competitive Session Co-Presenter with Mathew Isaac.

"Target-Observer Asymmetry in the Use of Persuasion Knowledge," 2012 Association for Consumer Research Conference, Competitive Session Co-Presenter with Guang-Xin Xie and Tracy Rank.

"Brand De-Authentication," 2012 Contemporary Authenticity Conference, University of Illinois.

"Brand De-Authentication: Theoretical Foundations and Empirical Explorations," 2011 Consumer Culture Theory Conference, Special Session Co-Chair and Co-Presenter with Matteo Corciolani.

- “Persuasion Knowledge and Moral Judgment,” 2009 Association for Consumer Research Annual North American Conference, Special Session Co-Presenter with Tracy Rank. See *Advances in Consumer Research* (2010).
- “He Said, She Said: Managing Dissent In Co-Production,” 2007 Association for Consumer Research Annual North American Conference, Special Session Co-Presenter with Ashlee Humphreys. See *Advances in Consumer Research* (2008)
- “CCT Research: Methodological Mythologies and Future Challenges,” 2005 European Association for Consumer Research Conference, Special Session Presenter.
- “Telling the Difference: Consumer Evaluations of Authentic and Inauthentic Market Offerings,” 2001 Association for Consumer Research Annual North American Conference, Special Session Chair and Co-Presenter (with Radan Martinec). See *Advances in Consumer Research* (2002).
- “Attitudes and Practices of Retail Workers, Franchise Managers, and Direct Sellers in Germany and the United Kingdom,” 2000 Academic Symposium Prague, Prague School of Economics, Paper Presenter.
- “Trust Me, I’m a Computer: Consumer Responses to Branded Electronic Agents,” 1999 Association for Consumer Research Annual North American Conference, Special Session Chair and Paper Presenter. See *Advances in Consumer Research* (2000).
- “A Symbol is Just a Symbol? Indexicality and Irreplaceable Special Possessions,” 1999 European Association for Consumer Research Conference, Special Session Chair and Paper Presenter.
- “Irreplaceable Possessions: A Peircian Approach to Consumer Behavior,” 1998 Marketing and Semiotics conference, London Institute, College of Printing, London, UK.
- “It’s My Party and You’ll Buy if I Want You To: An Analysis of Embedded Exchange,” 1998 Association for Consumer Research Annual North American Conference, Special Session Chair and Co-Presenter. See *Advances in Consumer Research* (1999).
- “Representing Consumers in Research,” 1998 Consumer Research Association Workshop, Manchester University, Manchester, UK.
- “How Does Advertising Mean What it Does? The Impact of Real Consumers in Commercials,” 1997 Association for Consumer Research Annual North American Conference, Special Session Co-Chair (with Mark Ritson) and Co-Presenter (with Kristen Vehill). See *Advances in Consumer Research* (1998).
- “Why Are You Really Helping that Charity? An Attributional Analysis of Cause-Related Marketing,” (1997) Association for Consumer Research Annual North American Conference, Special Session Co-Presenter (with Sonya Grier). See *Advances in*

Consumer Research (1998).

"Stories and Selling: The Narrative Strategies of Direct Sales Agents," 1996 Association for Consumer Research Annual North American Conference, Special Session Chair and Presenter. See *Advances in Consumer Research* (1997).

"Real Things: The Social and Symbolic Value of Genuine Products and Brands," 1995 Association for Consumer Research Annual North American Conference, Special Session Chair and Co-Presenter with David Shulman. See *Advances in Consumer Research* (1996).

"Interpersonal and Hedonic Aspects of Service Encounters," 1995 Association for Consumer Research (Europe), Special Session Chair and Presenter. See *European Advances in Consumer Research* (1995).

"Framing Consumption as Play," 1994 Association for Consumer Research Annual North American Conference, Special Session Co-Chair with John Deighton. See *Advances in Consumer Research* (1995).

"Modeling Multi-Level Direct Sales Organizations: The Use of Social Networks for Organizing Independent Agents," 1993 TIMS Marketing Science Conference, Washington University, St. Louis, MO, with Anne Coughlan.

"Generalizing from Stimuli: A Practical Guide," 1993 American Marketing Association Summer Educator's Conference Proceedings. See *American Marketing Association Conference Proceedings* (1993).

"Roles and Scripts in Services," 1992 Frontiers in Services Conference, Vanderbilt University, Nashville, TN.

TEACHING CASES AND TEACHING NOTES

Grayson, Kent (2013), "Royal Reels: Enhancing the Customer Experience for Slot Machines and Beyond," Kellogg Case 5-312-507 (plus teaching note).

Grayson, Kent (2012), "Gaming the Gamers: Using Experience Maps to Develop Revenue-Generating Insights," Kellogg Case 5-212-250 (plus teaching note).

Grayson, Kent (2011), "Sony Targets Laptop Consumers in China: Segment Global or Local?" Kellogg Case 5-311-500 (plus teaching note).

Grayson, Kent and Eric Leisserson (2011), "Fiserv Takes on the E-Billing Market: How Can We Get Them to Turn Off Paper?" Kellogg Case 5-309-506 (plus teaching note).

Grayson, Kent and Mohanbir Sawhney (2010), "Teaching Note: Ontela PicDeck (A) and (B),"

PHD SUPERVISION

PhD Chairmanship

- Breagin Riley, Northwestern University, “Power and Advice Acceptance,” completed in Spring 2009.
- Ashlee Humphreys, Northwestern University, “Institutional Influences on Product Adoption: The Case of Casino Gambling,” completed in Spring 2008.
- InKyung Chung, London Business School, “Using Analogy in the Marketing of New - Products,” completed in Fall 2003.
- Emilio Foxell, London Business School, “The Role of the Vicarious Consumer in Consumption Subcultures,” completed in Spring 2002.
- Svetlana Kirillova, London Business School, “Revision of the Cognitive Structure of the Parent Brand in Response to Incongruent Information,” completed in Spring 2001.
- Devon Johnson, London Business School, “Cognitive and Affective Trust in Services Relationships,” completed in Autumn 1998.

PhD Committee Membership

- Mijung Park, Northwestern University, “How to Cope With Ambivalence: Sub-Dimensioning Versus Integration,” completed Summer 2017.
- Sam Barnett, Northwestern University, “Engaged Minds Think Alike,” completed Summer 2017.
- Jung Kyun Kim, Northwestern University, “Identity and the Circumplex Model of Self-Affirmation,” completed Summer 2016.
- Jingjing Ma, Northwestern University, “The Impact of the Maximizing Mindset on Decision Time,” completed Summer 2015.
- James Wilkie, Northwestern University, completed Summer 2012.
- David Dubois, Northwestern University, “Are Powerful People More Persuasive?” completed Spring 2011.
- Lora Harding, Northwestern University, “Brands Like Us: The Role of Reciprocal Liking and Similarity in Brand Relationships,” completed Spring, 2011.
- Behice Ece Bilhan, University of Illinois, “Transmedia Consumption and Transmedia Branding,” completed Spring 2011.
- Caleb Warren, Colorado University, “What Makes Things Cool and Why Marketers Should Care,” completed Spring 2010.
- Tonya Bradford Williams, Northwestern University, “Intergenerationally Gifted Assets,” completed Spring 2007.
- Echo (Wen) Wan, Northwestern University, “Regulating the Effects of Depletion through Resource Monitoring,” completed Spring 2007.
- Stefano Puntoni, London Business School, “Social Context and Advertising Memory,” completed Spring 2005.

TEACHING RECOGNITION

Teaching Recognition at Kellogg

- Finalist for Kellogg Professor of the Year, 2010
- Chair's Core Teaching Award 2004, 2006, 2008, 2010, 2012, 2014
- Faculty Impact Award, 2009
- Recognized by the Dean's office for high course ratings on the full-time MBA program 2002 - 2011 and the evening MBA program 2005 – 2010.

Teaching Recognition at London Business School

- Finalist for LBS Teacher of the Year, 1999
- Received highest school-wide ratings on the full-time MBA program Spring 1997, 1998, 1999 and the part-time MBA program Winter 1998, Autumn 1998, Winter 1999.

OUTSIDE ACTIVITIES: EXECUTIVE TEACHING AND CORPORATE PROJECTS

To help ensure awareness of any activities that might present a real or apparent conflict of interest, Kellogg encourages its faculty members to make public any work beyond research and Kellogg program teaching.

In 2015 – 16, I was the faculty coordinator for the development and creation of an online introductory marketing course, which is being sold to corporate clients for their internal use.

The following list includes the organizations that I have worked with since 2003. Some of this work was done in conjunction with company-specific programs organized and implemented by Kellogg's Allen Center. An asterisk (*) indicates that some or all of the work was done privately, outside the Kellogg umbrella.

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|----------------|----------------------|----------|
| Experticity* | Nestle* | Sony |
| Grupo Modelo | Nissan* | TD Bank* |
| Herman Miller* | Pestana Group* | |
| Hyatt | Rockwell Automation* | |
| John Deere | Sigma Alimentos | |
| Microsoft* | SITA Aero | |

The above engagements have tended to focus on three areas: market segmentation, customer insight generation, and trust. They have tended to center on two activities: (a) meetings, discussions, and brainstorming sessions with company executives (b) classroom-type interactions involving lectures, discussions and exercises, (c) keynote speaking engagements

In addition to the above activities, I have been a regular teacher on Kellogg's Business Marketing Strategy program since 2007. I have also taught some sessions on the Kellogg's Organic Growth program, as well as programs/classes that the Allen Center has run for Kellogg partner schools such as the Indian School of Business and the Guanghua EMBA program.

INDUSTRY EXPERIENCE

Advertising Copywriter. Developed marketing strategies; created concepts and copy for print and radio advertisements, direct mail pieces and brochures. Heavy experience with high-tech, business-to-business and recruitment advertising. MDK/BOSTON (Moxon, Dolphin & Kerby, Division of Saatchi & Saatchi Worldwide), Boston, MA (Sept. 1988 - Sept. 1990).

Advertising Copywriter. Created concepts and copy for print advertisements, direct mail pieces and speeches. Wrote and edited corporate newsletters, customer service letters and seminar material. Heavy experience with financial services accounts. Cosgrove/Juro, New York, NY (Sept. 1987 - Sept. 1988).

Copywriter. Wrote copy for catalogues and created concepts and copy for print advertisements. Leading Edge Computers / Light Video Television, Newton, MA (Nov. 1986 – August 1987).

Communications Coordinator. Initiated and maintained press relations and member relations worldwide. Coordinated and administrated educational programs worldwide. International Academy of Matrimonial Lawyers, Boston, MA (May 1986 - Nov. 1986).