



# Academic Insights

Contributions of Dr. Rajagopal in Teaching and Research- 2006

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## Highlights..

Elected as **Fellow** of the **Royal Society of Arts Manufacture and Commerce, London**

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Publication in International Refereed Journals- 09 Research Papers

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Interview with national TV-Canal Once

Interview with Tec de Monterrey Periodicals

Research Guidance

## Teaching and research prospects for the year 2006

One of the high academic achievements has been marked being elected as **Fellow** of the **Royal Society for encouragement of Arts, Manufacture and Commerce, London** on 20<sup>th</sup> September. The priorities in teaching and research continued same as of previous year. The efforts of research have been driven towards completion of one institutional project awarded for the academic year 2005-06 and developing framework for two new on-going research projects. It has been a year of research publications as ten papers were published in the international refereed journals and three research books were signed with the international publishing companies. Working papers have been focused on the macroeconomic and market related conceptual issues with the point of view of managerial application. More time was devoted in revising the papers accepted for publication in international journals. Guiding a thesis for the post-graduate program has been initiated and three research papers were presented in the international conferences. There have been many interviews published in the house magazines of ITESM and also in the Mexican National Television Network-Canal Once.

## New Book on International Marketing

New text book for the students pursuing marketing management career has been published with value added contents on the exclusive book website. The book **International Marketing: Global Environment, Corporate Strategy, Case Studies** has been published by Vikas Publishing House, New Delhi, (an associate of Thomson Press). [Details on page 2](#)

# RSA

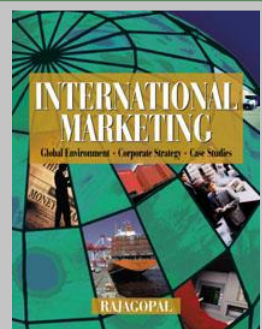
Patron HM The Queen  
President HRH The Prince Philip, Duke of Edinburgh KG KT

Dr Rajagopal  
PhD (India)

was elected a Fellow of the  
Royal Society for the encouragement of  
Arts, Manufactures & Commerce on  
20 September 2006

ACTING CHIEF EXECUTIVE

11A, 8 JOHN ADAM STREET, LONDON, UNITED KINGDOM



New book released

Publishing contracts signed in 2006 for new books



- **Marketing Dynamics: Theory and Practice**, New Age International (Formerly Wiley Eastern Ltd.), New Delhi, India ISBN 81-224-1942-9
- **Advanced Marketing Management**, Vikas Publishing House, New Delhi, India
- **Dynamics of International Trade and Economy: An Inquiry into Emerging Markets**, Nova Science Publishers Inc., Hauppauge, New York, 2007

### Specialized Courses Offered

Second course on **New Product Management** was offered in the graduate program in Toluca Campus of ITESM during April-June 2006 trimester on invitation of EGADE

Course on **Value Architecture in Business** has been offered during June 26-28, 2006 under Faculty Advancement Program (Capacitation) of the institute.

## International Marketing

Global Environment: Corporate Strategy: Case Studies

Vikas Publishing House, New Delhi, India  
ISBN: 8125918566

The book caters to undergraduate and graduate students in management schools in India and most Asian and Latin American universities for core or elective paper, and will also prove useful to them as practicing managers since it develops new concepts derived from managerial applications discussed in the cases.

Major topics covered in the book are framework of international marketing, international business finance, environmental factors affecting international marketing (social, legal, economic, political and technological), international marketing-mix (product, price, place and promotion), international marketing research, strategies, decisions, organizations, negotiations, modes of entry into international markets, and trade in emerging markets.

The book presents marketing strategies with a cross-functional approach to global business operations, which is unshackled by the traditional views of competition and marketing. Amidst conceptual discussions, it illustrates management situations, is application-oriented and focused on learning through experience. It integrates major marketing paradigms and frameworks underpinning the associated managerial applications. Discussions are designed to arouse curiosity in global marketing functions acclimatizing the reader for increasingly competitive environment to become an effective manager. Additional managerial discussions are laid out in "Focus on International Marketing" boxes. Learning Activities to be carried out in groups have been listed at the end of each chapter along with those aimed at the instructor.

### Distinguishing Features of the Book

- Short and contemporary contextual examples from business houses
- Focus on the strategy employed in various marketing situations to enhance contextual knowledge and arouse interest in the subject

- Comprehensive cases at the end of chapters in order to enhance application skills
- A contemporary commentary on political thinking on the globalization issues
- Tailor-made for the length of semesters
- An exclusive website carrying additional learning tools in the form of chapter-wise PowerPoint presentations.  
(<http://www.vikaspublishing.com/internationalmarketing>)

### Table of Contents

Globalization: Thoughts and Process; Global Marketplace: Environment and Management; International Monetary System; International Economic Environment; Cultural Environment; Political and Legal Environment; Product Strategy; International Pricing; International Distribution; International Promotion Strategies; International Sales Management; Export Management; International Marketing Research; International Trade and India; Modes of Entry into International Markets; International Trade in Emerging Markets: Asia and Latin America; Name Index; Subject Index

Also, see web site of the publisher at URL  
[http://www.vikaspublishing.com/book\\_details.asp?Bid=396](http://www.vikaspublishing.com/book_details.asp?Bid=396)

### Forthcoming Books in Brief

**Dynamics of International Trade and Economy: An Inquiry into Emerging Markets**, Nova Science Publishers Inc., Hauppauge, New York, 2007

This book analyzes leading factors that are behind the proliferation of intra-regional and inter-regional free trade agreements (FTA) of the countries of transitional economies and discusses prospects for bilateral FTAs between Latin America, EEC and Asian countries. This book is divided into three parts.

#### Part I: Global Environment and Transition

- Chapter 1: The Debate: Far and Against of Globalization
- Chapter 2: Global Market Place
- Chapter 3: Emerging Markets
- Chapter 4: Growth in Transitional Economies

**Book Chapters Authored**

Modeling Asymmetric Consumer Behavior and Demand Equations for Bridging Gaps in Retailing in Frank Columbus (Ed.), *New Econometric Modeling Research*, Nova Science Publishers, Inc., Hauppauge, NY

Technology and Customer Value Dynamics in Banking Industry: Measuring Symbiotic Influence in Growth and Performance, Ravi Vadlamani (Ed.), *Advances in Banking Technology and Management: Impact of ICT and CRM*, Idea Group Inc., Hershey, PA

Institutional Reforms and Trade Competitiveness in Latin America in Guisan Maria-Carmen (Ed.), *Macro Economic Models : The role of Demand and Supply*, ICFAI University Press, Hyderabad ( India), 2006 ISBN 81-7881-778-0

**IDEAS and RePEc  
University of Connecticut**

Dr. Rajagopal has been ranked among top 20 percent researchers in Mexico. Ranking is based on the research contents submitted to the Research Papers in Economics (RePEc) archives since 2004.  
[http://ideas.repec.org/top/top\\_mexico.html](http://ideas.repec.org/top/top_mexico.html)  
<http://ideas.repec.org/1er.html>

**Books, Research Papers****Part II: The Study**

Chapter 5: Research on Trade and Economy of Emerging Markets (Review of Literature)  
Chapter 6: Methodological Construct  
Chapter 7: Critical Analysis and Discussion

**Part III Looking Ahead**

Chapter 8: Strategic Business Partnering  
Chapter 9: Lessons and Visions

**Marketing Dynamics: Theory and Practice, New Age International, New Delhi, 2007**

This book would serve as Text Book for the course on Marketing Strategy, Marketing Management, Decision Making, Markets and Clients, and the like in the undergraduate and graduate programs in India. This book has been written keeping in view the syllabus of the above courses in the major Asian including Indian, North American and Latin American universities. Contents of the book include:

Chapter 1: Competitive Strategy  
Chapter 2: Product Strategy  
Chapter 3: Brand Strategy  
Chapter 4: Pricing Strategy  
Chapter 5: Distribution Strategy  
Chapter 6: Promotion Strategy  
Chapter 7: Market Research  
Chapter 8: Sales Management  
Chapter 9: Strategic Marketing  
Chapter 10: Innovative Marketing Strategy

**Research Paper Published in Refereed International Journals**

1. Measuring Customer Value and Market Dynamics for New Products of a Firm: An Analytical Construct for Gaining Competitive Advantage, *Global Business and Economics Review*, Vol. 8, No. 3-4, 2006, pp 187-205 (USA) **Full Text**

**Citations**

Model developed on brand architecture has been adapted by the University of Manchester and Cambridge by the students of Masters Program in Business Administration- 2 Dissertations on the model [Journal of Brand Management 11 (3), 2004, 233-247]

Model on customer portfolio management has been adapted by Jonkoping International School of Business-Sweden [Journal of Business and Industrial Marketing, 20 (6), 2005, 307-316]

[http://www.geocities.com/prof\\_rajagopal/gber.pdf](http://www.geocities.com/prof_rajagopal/gber.pdf)

2. Where did Trade Liberalization Drive Latin American Economy: A Cross Sectional Analysis, *Applied Econometrics and International Development*, Vol. 6, No. 2, 2006, pp 89-108 (Spain) **Full Text**  
[http://www.geocities.com/prof\\_rajagopal/aeidpaper2.pdf](http://www.geocities.com/prof_rajagopal/aeidpaper2.pdf)
3. Consumer Perspectives and Brand Extension Effects in Mexico: An Empirical Analysis of Buying Decision Patterns, *Latin American Business Review*, Vol. 7, No. 1, 2006 pp 99-118 (Haworth Press, UK) **Abstract**  
<https://www.haworthpress.com/store/ArticleAbstract.asp?sid=NOJVNXE V791G8J4LS0Q6S2QEC1NWC8XC&ID=80910>
4. Measuring Customer Value Gaps: An Empirical Study in Mexican Retail Markets, *Economic Issues*, Vol.11, No. 1, March 2006, pp 19-40 (Nottingham Business School, UK) **Full Text**  
[http://www.geocities.com/prof\\_rajagopal/econissues.pdf](http://www.geocities.com/prof_rajagopal/econissues.pdf)
5. Innovation and Business Growth through Corporate Venturing in Latin America: Analysis of Strategic Fit, *Management Decision*, Vol.44, Issue 5, 2006, 703-718 (UK) **Abstract**  
<http://xtra.emeraldinsight.com/10.1108/00251740610668932>
6. Brand Excellence: Measuring Impact of Advertising and Brand Personality on Buying Decisions, *Measuring Business Excellence*, Vol. 10, No. 3, 55-65, 2006 **Abstract**  
<http://xtra.emeraldinsight.com/10.1108/13683040610685793>
7. Brand Architecture: Brand Foundations and Frameworks, *Brand Strategy*, Volume 206, October, 2006, 47-49 (UK) **Abstract**  
[http://www.geocities.com/prof\\_rajagopal/bsarticle.pdf](http://www.geocities.com/prof_rajagopal/bsarticle.pdf)

**Top Ten Papers**

Research Paper "Trust and Cross-cultural Dissimilarities in Corporate Environment" makes it in the TOP TEN list in the electronic journal of SSRN Journal  
<http://papers.ssrn.com/sol3/topTen/topTenResults.cfm?groupingId=946584&netorjml=jml>



Working papers are available on the internet at:

Social Science Research Network (<http://ssrn.com/author=386819>)  
Social Science Research Network respectively in association with Stanford Law School



Economic Papers  
(<http://econpapers.repec.org/RAS/ppr43.htm>)

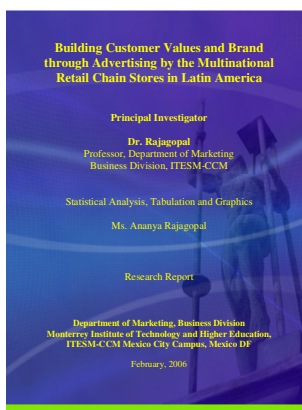
Research Papers in Economics  
(<http://ideas.repec.org/e/ppr43.html>)

These sites are maintained by University of Connecticut, USA and University of Orebro, Sweden



Digital Library of Commons, Indiana University USA  
<http://dlc.dlib.indiana.edu/>

TECNOLÓGICO DE MONTERREY Campus Ciudad de México



Research Report

8. Competition vs. Cooperation: Analyzing Strategy Dilemma in Business Growth under Changing Social Paradigms, *International Journal of Business Environment*, 1 (4), 2006 (USA) **Accepted and Scheduled for Publication**
9. Trust and Cross-Cultural Dissimilarities in Corporate Environment, *Team Performance Management- An International Journal*, Vol. 12, No. 7-8, 2006, 237-252 (USA) **Abstract**  
<http://www.emeraldinsight.com/10.1108/13527590610711796>
12. Modeling Asymmetric Consumer Behavior and Demand Equations for Bridging Gaps in Retailing, ITESM, October 2006

## Research Report

### Building Customer Values and Brand through Advertising by the Multinational Retail Chain Stores in Latin America

Principal Investigator

**Dr. Rajagopal**

Statistical Analysis, Tabulation and Graphics  
Ms. Ananya Rajagopal

## Working Papers

1. Architecting Brands: Managerial Process and Control, ITESM, January, 2006
2. Impact of Brand Variability and Customer Value on Buying Decisions: A Multi-experiment Study, ITESM, January, 2006
3. Customer Value Effects of Non-conventional Utility Products: An Experimental Analysis in Mexican Market, ITESM, February, 2006
4. Customer Response to Seasonal Clearance Sales: Experimental Analysis of Consumer Personality Traits in Self Service Stores, ITESM, March, 2006
5. Analysis of Effective Control Practices in Sales Management: A Comparative Study in Developing Countries, ITESM, April, 2006
6. Trust and Cross Cultural Dissimilarities in Corporate Environment in Mexico, ITESM, May, 2006
7. Competition vs. Cooperation: Analysis of Strategy Dilemma in Business Growth under Changing Social Paradigm, ITESM, June 2006
8. Architecting Brands: Managerial Process and Control for Emerging Enterprises, ITESM, June, 2006
9. Interplay of Technology and Customer Value Dynamics in Banking Industry: Analytical Construct for Measuring Growth and Performance, ITESM, July, 2006
10. Leisure Shopping Behavior and Recreational Retailing: A Symbiotic Analysis of Marketplace Strategy and Consumer Response, ITESM, July 2006
11. Customer Choice Variability and Profit Optimization Modelling in a Firm: An Analytical Framework, ITESM, September 2006

The study attempts to critically examine the available literature on the subject, discuss a model that provides a framework for analyzing the variables associated with customer value and to identify potential research areas. A basic premise of the study is that the focus should be on maximizing total customer value and customer satisfaction which are inter-dependent in the decision making process towards buying new products. This study, being a part of emerging literature on customer value management, extends the existing knowledge of the relationship between launch of new products in the market and creating customer value by introducing the framework of a mathematical model. The framework of the construct is based on a proposed model which integrates all aspects so as to maximize the potential of the organization and all its subsystems to create and sustain satisfied customers. The approach begins with a conceptualization phase in which the concept of customer satisfaction is explored. Attributes are then classified into services and this is then extended to integrate the internal customer into a total service model; applying gap-analysis to this model. Enterprise satisfaction provides the basis for extending the total service model; positioning is applied to the customer satisfaction strategy; and operationalizing this strategy is proposed through an implementation model.

Preliminary pages of the report including Preface of the report is available at the URL  
[http://www.geocities.com/prof\\_rajagopal/preface1.pdf](http://www.geocities.com/prof_rajagopal/preface1.pdf)

Research in Progress

**Participation in International Conferences**

Association of Consumer Research, University of Minnesota, Duluth USA

- Conference on Latin American Consumer Research, Monterrey, Jan 5-8, 2006  
Business and Economics Society International, Worcester, USA
- Annual Conference at Florence, Italy July 14-18, 2006

On-going Projects	Objectives	Methodology	Output
<b>Measuring Export Competitiveness in Latin America during the Post Liberalization Policy Period –A Taxonomic Analysis (2005-06)</b> <i>To be submitted in February 2007</i>	Trade policy review, Macroeconomic and trade related factors contributions to exports, and developing export competitiveness index	Secondary time series data 1950-2004, 8 countries, 24 variables. Developing econometric model and data fitness test	Four <b>working papers</b> developed and posted on the university sponsored web sites of University of Connecticut and SSRN co-hosted by SGB School and EICG
<b>Modeling Asymmetric Consumer Behavior and Demand Equations for Bridging Gaps in Retailing: An Empirical Investigation (2006-07)</b> <i>In Progress</i>	Developing theoretical construct, consumer behavior-communication symbiosis, analyzing choice behavior and studying adjustments in marketing strategy of MNCs in Mexico	Empirical analysis of 400 respondents, developing construct and analyzing data using SPSS and Data Envelopment Method	Model has been developed and is being published as a <u>Book Chapter</u> in “New Research in Econometric Modeling” Edited by Frank Columbus, Nova Science Publishers Inc, New York (Releasing 2007)

Papers in International Conferences

Association of Consumer Research, USA: Latin American Conference, Monterrey, January 05-08, 2006

**Consumer Perspectives of Brand Extension Effects: An Empirical Analysis of Buying Decision Patterns**

This paper attempts to emphasize the relationship between empirical and theoretical considerations in the information analysis of brand extensions on consumer behavior. Broadly, the study focuses on analysis at the individual or micro-level and attempts to derive implications towards buying decisions on the extended brands analyzing the aggregate relationships. The discussion analyzes categorical similarity as a determinant of diagnostic behavior and explores the premise that high accessibility of extension information in some of the past studies may have left little room to observe the effects of diagnostic behavior. The study was conducted in an empirical design with the sample of 145 consumers in Mexico City addressing to over 40 consumer brands available in different categories of markets.

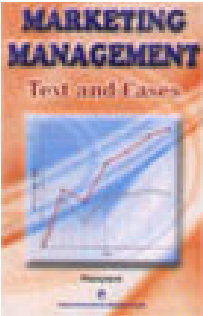
**Measuring Aggregate Returns and Gaps in the Customer Value: An Analytical Framework**

A basic premise of the paper is that firms should focus business strategies to maximize total customer value and customer satisfaction which are inter-dependent in the decision making process towards buying new products. The aggregate returns on the customer value derived at various stages of product attractiveness and quantitative changes in the volume of goods positioned by the firm, repeat buying, and market coverage in terms of changes in the market shares of the firms. The framework of the construct is on a proposed model which integrates all aspects so as to maximize the potential of the organization and all its subsystems to create and sustain satisfied customers

These papers are published in the Conference Proceeding – Gonzales Silvia and Luna David (Ed.), Latin American Advances in Consumer Research, Vol. 1, 2006, pp 83-85 and 128-129

New Executive Development Programs Offered at ITESM-CCM

- Competitive Marketing Strategies for Pharmaceutical Industry Executives in Mexico, September 30-October 14, 2006 (on Saturdays)



Rajagopal: Marketing Management: Text and Cases, Vikas, New Delhi, 2000

This book has been recommended by the All India Board of Management Studies for undergraduate program students. **Third reprint of the book was released in March 2006.**

**Forthcoming publications in 2007**

- Journal of East-West Business, 13 (3), 2007
- Global Business and Economics Review, 9 (4), December, 2007
- Journal of Hospitality and Leisure Marketing, 15 (2), 2007
- International Journal of Management Practice, 2 (4), 2007
- International Journal of Emerging Markets, 2 (1), 2007

Find academic updates and research contributions of Dr. Rajagopal on his personal home page.

**Research Guidance**

Guiding thesis on "Marketing Plan for New Mobile Phones" of Ernesto Fierros-Uehara, towards the requirement of graduate program on Masters in Telecommunication Management (MTL) of academic session 2006-07 at ITESM-CCM

Examined the doctoral dissertation of Jesus Enrique Portillo on 'Measuring Consumer Attitude on Self-service Technologies...' and participated in his dissertation defense session.

Business and Economics society International, Annual Conference, Hotel Croce di Malta, Florence, July 15-19, 2006

**Influence of Brand Name in Variety Seeking Behavior of Consumers: An Empirical Analysis**

This study argues that although consumers are seeking novelty and unexpectedness in a brand that they have not bought before, their purchase will be selective, in reference to the empirical investigation. The study has been conducted in reference to retail business in Mexico with a focus to explore the tendency of decision making of consumers towards buying unfamiliar brands in considering the importance of brand name. The discussions in the paper have been woven around the issues of perceived risk, perceived brand difference, association of brand name and customer values as major influencing factors in making buying decisions towards unfamiliar brands.

**Trade and Economic Development in Latin America (1950-2003): Spatial and Temporal Analysis**

This paper attempts to analyze the extent of trade competitiveness and its impact on the economic welfare measures in the Latin American countries. The analysis concentrates on measuring the economic growth of the Latin American countries through the major variables gross national product, imports of goods and services, consumption of goods and services, exports of goods and services, capital inflow, gross domestic investment, reserves of foreign assets, savings and growth rate of GNP in reference to the economic growth pattern emerged during 1950-2003. The single model equations and regression function have been used to measure the variability and economic growth and Nash equilibrium has been calculated to measure the economic welfare gains.



Interviews with ITESM publications are published with the in-house magazines **Jaque** and **Talento Tec**.

<http://www.ccm.itesm.mx/talentedoc/archivos/talentedoc00.pdf>

**Conferences, Interviews**

**Best Research Paper Acknowledged**

Dr. Bonnie J Knutson, Editor of Journal of Hospitality and Leisure Marketing and Professor, The Eli Graduate Business School, Michigan State University has acknowledged the high quality of paper accepted for publication in the forthcoming issue of the journal. She writes to author in her letter of appreciation "...I would like to take this opportunity to again compliment you on the quality of your article *Leisure Shopping Behavior and Recreational Retailing: A Symbiotic Relationship of Marketplace Strategy and Consumer Response that will be published in the Journal of Hospitality and Leisure Marketing. The reviewers were most complimentary in their comments...*"

The letter in detail can be viewed on the web: [http://www.geocities.com/prof\\_rajagopal/jhlm.pdf](http://www.geocities.com/prof_rajagopal/jhlm.pdf)

**Interview on Canal Once – A National Television Network**

Interview on the Software Industry in India was telecast on 16<sup>th</sup> October 2006 on the Canal Once television network in Mexico. In the discussion, H E Ambassador of India and other academics also participated.

The detailed interview of Dr. Rajagopal has been video recorded by the Canal Once television and provided for academic reference and record. The full interview is spread over 37 minutes.

**ITESM Speaks on...**

Talento Tec, October 02, 2006, p 5



**Incorpora asociación académica de Inglaterra al profesor Rajagopal**

**E**l doctor Rajagopal, profesor de planta del Departamento de Mercadotecnia, fue admitido en la prestigiosa Royal Society of Arts, Manufacturing and Commerce, en Inglaterra. Después de pasar por un largo proceso, que incluyó una evaluación por parte de un comité académico y una serie de entrevistas, el académico realizó la consagración formal de su ingreso a la asociación inglesa. El profesor Rajagopal, originario de la India, se incorporó al Tecnológico de Monterrey, Campus Ciudad de México hace cinco años, tras de una década de vinculación con diversas universidades del Reino Unido. Desde su llegada, se ha distinguido por su compromiso como docente y su productividad como investigador, tanto en la cual ha producido más de 40 casos de empresas mexicanas en temas relacionados con la mercadotecnia.