

**Dr. habil. Dr. honoris causa
Wolfgang ULAGA**

INSEAD
Europe Campus
Marketing Area
Boulevard de Constance
77300 Fontainebleau, France
Phone: +33 (0) 1 60 72 44 59
Mobile (France): +33 (0) 6 63 47 09 95
Email: wolfgang.ulaga@insead.edu



ACADEMIC POSITIONS

Since
2018

INSEAD, Europe Campus, Fontainebleau, France

Senior Affiliate Professor of Marketing (2018 – Present)

Co-Director, Marketing & Sales Excellence Initiative – MSEI (2021 – Present)

- INSEAD's 1st Center focused on Research, Education, Knowledge Creation & Thought Leadership on Marketing & Sales Excellence.
- Fully Self-Financed Forum sponsored by 10 Corporate and Individual Members of both established industry leader and start-ups: Konica-Minolta, KYC Spider, Maersk, Schindler, SIDEL, Südzucker, Thales, Wacker, WMF, Zuora.
- Annual program blending Discovery Events, Webinars, and Workshops for knowledge creation and best-practice sharing among academics, senior executives, and invited subject matter experts.
- Teach B2B Marketing and Leading the Service Business in the MBA program on INSEAD's Fontainebleau and Singapore campuses,
- Design and facilitate executive development sessions in both custom and open programs,
- Coordinate and direct executive development programs and workshops.

2018 –
2015

Arizona State University, W.P. Carey School of Business, Tempe, Arizona

AT&T Professor of Services Leadership;

Research Professor of Marketing & Co-Executive Director, Center for Services Leadership (CSL).

- Lead the Center together with its Co-Executive Director
- Reorganize CSL's structure, processes, budget, and educational offerings
- Deepen the engagement with CSL Member Firms and Board Members
- Design & deliver custom & open executive education programs and workshop
- Teach the Business-to-Business Marketing 2nd Year Elective in W.P. Carey's Full-Time MBA Program (elected Most Impactful Marketing Concentration Professor, April 2018)

2015 – **IMD – International Institute for Management Development,**
2012 **Lausanne, Switzerland**

Professor of Business-to-Business Marketing.

- Direct ‘Strategic Marketing in Action’ (SMA) open enrollment program
- Design and lead custom executive programs (i.e. Maersk, Neste Oil, Nilfisk, Rockwool),
- Design and facilitate sessions in open programs (i.e. ASM, OWP Stream Coordinator From Deep Insights into Outstanding Customer Experiences <http://www.youtube.com/watch?v=x37gl74n0ZU>).
- Teach in MBA and EMBA/PED programs
- Develop existing and new corporate customer accounts

2012 – **HEC School of Management, Paris, France**
2007

Associate Professor of Marketing, **Tenured**.
EDF (Electricité de France) Chair of Marketing (2009-2012).

- Teach Business-to-Business Marketing (MBA/EMBA/Trium EMBA/MSc.), Marketing Management (MBA/Executive MBA/Mastère), and the Ph.D. Course in Interorganizational Marketing. HEC Best Teacher of the Year Award Vernimmen BNP-Paribas, June 2009.
- Establish and grow the Electricité de France (EDF) Chair of Marketing
- Serve as a Member of HEC’s Promotion and Tenure Review Committee

2007 – **ESCP-EAP European School of Management, Paris, France**
2004 Associate Professor of Marketing. **Tenured** in 2007.

2004 – **University of Notre Dame, South Bend, Indiana, USA**
2002 Mendoza College of Business.

Visiting Associate Professor of Marketing, Non-tenure track position.
One-year contract, renewed for a second year.

2002 – **EDHEC School of Management, Lille & Nice, France**
1995 Affiliated with the *Catholic University of Lille* (15.000 students).

Associate Professor of Marketing & Head of Marketing Department (1999 – 2002)
Assistant Professor of Marketing (1995 – 1998).

VISITING SCHOLAR POSITIONS ABROAD

2009 – **Arizona State University (1 year)**
2010 Visting Scholar during sabbatical year. Named Center for Service Leadership (CSL) Research Faculty at Arizona State University.

1999 **University of Texas A&M, College Station, Texas (8 month)**
Visiting Researcher and Lecturer of International Marketing.

RESEARCH & PUBLICATION ACTIVITIES

Articles Under Review:

"Driving or Driven by Others? A Dynamic Perspective on How Data-Driven Start-Ups Strategize Across Different Network Roles in Digitalized Business Networks."

Manuscript under review at Industrial Marketing Management (IMMGT-D-21-00412). Editor's Decision after first Submission : "Major Revision" (16th July 2021).

Co-Authors: Philipp Mosch, Corinna Winkler, Curd-Georg Eggert, Jan H. Schumann, and Robert Obermaier.

"Advancing Marketing Theory and Practice: Guidelines for Crafting Research Propositions."

Manuscript under review at Academy of Marketing Science Review (AMSR-D-21-00080).

Submitted 16th July 2021.

Co-authors Andreas Eggert, Michael Kleinaltenkamp, and Vishal Kayap.

" Rethinking Value in Business Markets."

Manuscript under review at Industrial Marketing Management (IMMGT-D-21-00434).

Editor's Decision after first Submission : "Revise & Resubmit" (18th July 2021).

Co-authors Michael Kleinaltenkamp, Andreas Eggert, and Vishal Kayap.

Articles Under Preparation for Submission (Academic Journals):

"Different Roads Lead to Rome - A Configurational Investigation of Solution Salespeople's Sales Success in Business-to-Business Markets" rejected after one round of revisions at the Journal of the Academy of Marketing Science (JAMS-D-20-00665R1).

Manuscript under revision for submission at Journal of Personal Selling and Sales Management (JPSSM).

Co-Authors : Dirk Totzek, Jan Hendrik Schumann, Franziska Bongers, Alisa Keller, and Gloria Kinateder.

"Service Strategy's Effect on Firm Performance - A Meta-Analysis of the Service Transition Literature".

Manuscript under preparation for submission to the Journal of the Academy of Marketing Science, JAMS.

Co-authors : Ashkan Faramarzi, and Stefan Worm.

"A Systematic Review of the B2B Marketing Literature".

Manuscript under preparation for submission to the Journal of the Academy of Marketing Science, JAMS.

Co-authors : Roberto Mora Cortez, Wesley Johnston, and Jagdish Sheth.

Data-Collection completed.

"Customer Success in Business Markets".

Manuscript under preparation for submission to the Journal of Marketing.

Co-authors: Andreas Eggert, Anna Gehring and Bryan Hochstein.

Data Collection and Analyses in progress.

Articles Submitted to Academic Conferences:

Kowalkowski, Christian and Wolfgang Ulaga (Submitted 17th June 2021), Subscription Business Models in Business-to-Business Markets: A Typology and a Framework for Growth, AMA SERVSIG Special Session “Digital Business Models from a Service Research Perspective”, submitted to the 2022 AMA Winter Educators’ Conference.

Books & Book Chapters Under Preparation:

Servitization – A State-of-the-Art Overview and Future Directions. With : Christian Kowalkowski. Book Chapter under review, Handbook of Service Management, Palgrave Macmillan (Springer Group), under preparation for submission in Spring 2020.

Articles Published in Refereed Academic and in Managerial Journals

Mustak, Mekhail, Wolfgang Ulaga, Marcella Grohmann, and Florian von Wangenheim (forthcoming 2021), Free-to-Fee Transformation of Industrial Services, Journal of Service Research. Official Acceptance by JSR Co-Editor Prof. Dr. Martin Wetzels, 14th August 2021.

Bond, Edward, Ad de Jong, Andreas Eggert, Mark B. Houston, Michael Kleinaltenkamp Ajay K. Kohli, Thomas Ritter, and Wolfgang Ulaga (Coordinator and Corresponding Author) (2020), The Future of B2B Customer Solutions in a Post-COVID-19 Economy: Managerial Issues and an Agenda for Academic Inquiry, Journal of Service Research, 23(4) 401-408.

Eggert, Andreas, Wolfgang Ulaga and Anna Gehring (2020), Managing Customer Success in Business Markets : Conceptual Foundation and Practical Application, Journal of Service Management Research, 4 (2-3), 121-132.

Eva Böhm Andreas Eggert, Harri Terho, Wolfgang Ulaga and Alexander Haas (2020), Drivers and Outcomes of Salespersons’ Value Opportunity Recognition Competence in Solution Selling, Journal of Personal Selling and Sales Management, 40 (3), 180–197.

Zeithaml Valarie A., Bernard J. Jaworski, Ajay K. Kohli, Kapil R. Tuli, Wolfgang Ulaga, and Gerald Zaltman (2020), A Theories-in-Use Approach to Building Marketing Theory, Journal of Marketing, Vol. 84 (1), January-February. 32-51.

Ulaga, Wolfgang and Stefan Michel (2019), Bill It, Kill it, or Keep It?, Sloan Management Review, 60 (2), Winter, 45-49. Translated into Polish: <https://mitsmr.pl/pobierac-oplate-zachowac-darmowy-dostep-czy-wycofac-uslugę/>

Ulaga, Wolfgang (2018), The Journey Towards Customer Centricity and Service Growth in B2B: A Commentary and Research Directions, AMS Review, 8 (1), 80-83.

Eggert, Andreas, Wolfgang Ulaga, Adrian Payne, Penny Frowne (2018), Conceptualizing and Communicating Value in Business Markets: From Value in Exchange to Value in Use, Industrial Marketing Management, 69 (February), 80-90.

Ulaga, Wolfgang and Ajay Kohli (2018), The Role of a Solutions Salesperson: Reducing Uncertainty and Fostering Adaptiveness, Industrial Marketing Management (February), 161-168.

Terho, Harri, Andreas Eggert, Wolfgang Ulaga, Alexander Haas, and Eva Böhm (2017), Selling Value in Business Markets: Individual and Organizational Factors for Turning the Idea into Action, Industrial Marketing Management, 66 (October), 42-55.

Worm, Stefan, Sundar Bharadwaj, Wolfgang Ulaga, and Werner Reinartz (2017), When and Why Do Customer Solutions Pay Off In Business Markets?, Journal of the Academy of Marketing Science, Volume 45 (4), 490–512.

Finalist Sheth Foundation Best Paper Award, Top Ten Articles published in JAMS in 2017.

Steiner, Michael, Andreas Eggert, Wolfgang Ulaga and Klaus Backhaus (2016), Do Customized Service Packages Impede Value Capture in Industrial Markets?, Journal of the Academy of Marketing Science, Vol. 44, 151-165.

Terho, Harri, Andreas Eggert, Alexander Haas, and Wolfgang Ulaga (2015), Implementing Sales Strategy in Business Markets: The Role of Salesperson Customer Orientation and Value-Based Selling, Industrial Marketing Management, Vol. 45, 12-21.

Ulaga, Wolfgang and Stefan Michel (2014), 5 Steps to Create Superior Customer Experience, Chinese Title: 5 步打造卓越客户体验, Harvard Business Review China, February, p. 87-92.

Ulaga, Wolfgang and James Loveland (2014), Transitioning From Product to Service-led Growth in Manufacturing Firms: Emergent Challenges in Selecting and Managing the Industrial Sales Force, Industrial Marketing Management, 43 (January), 113-125.

Eggert, Andreas, Jens Hogreve, Wolfgang Ulaga and Eva Münkhoﬀ (2014), Revenue and Profit Implications of Industrial Service Strategies, Journal of Service Research. Vol. 17 (1), February, 23-39.

Haas, Alexander, Andreas Eggert, Terho, Harri, and Wolfgang Ulaga (2013), Erfolgsfaktor Value-Based Selling: Erfolgreich Verkaufen, wenn Kundenorientierung nicht zum Erfolg führt, Marketing Review St. Gallen, Issue 4, Trends im Industriegütermarketing, 64-72.

Terho, Harri, Alexander Haas, Andreas Eggert and Wolfgang Ulaga (2012), It's Almost Like Taking the Sales Out of Selling: Towards a Conceptualization of Value-Based Selling in Business Markets, Industrial Marketing Management, January, Vol. 41 (1), 174-185.

Ulaga, Wolfgang and Werner Reinartz (2011), Hybrid Offerings: How Manufacturing Firms Combine Goods and Services Successfully, Journal of Marketing, Vol. 75 (6) November, 5-23.

This article was ranked 4th on Shugan's Top 20 Marketing Meta-Journal (Most Cited Marketing Articles) between 2011 and 2015. <http://bear.warrington.ufl.edu/centers/mks/>

Eggert, Andreas, Jens Hogreve, Wolfgang Ulaga and Eva Münkhoﬀ (2011). Industrial Services, Product Innovations, and Firm Profitability: A Multiple-Group Latent Growth Curve Analysis. Industrial Marketing Management, Vol. 40 (5), 661-670.

Ulaga, Wolfgang (2011), Investigating Customer Value in Global Business Markets: A Commentary Essay, Journal of Business Research, Vol. 64, 928 – 930.

Eggert, Andreas and Wolfgang Ulaga (2010), Managing Customer Share in Key Supplier Relationships, Industrial Marketing Management, Vol. 39 (8), November-December, 1346-1355.

Lewin, Jeffrey E., Wim Biemans and Wolfgang Ulaga (2010), Firm Downsizing and Satisfaction among United States and European Customers, Journal of Business Research, Vol. 63 (7), 697–706.

Eggert, Andreas, Wolfgang Ulaga and Sabine Hollmann (2009), Benchmarking the Impact of Customer Share in Key-Supplier Relationships, Journal of Business and Industrial Marketing, Vol. 24 (3/4), 154 - 160. **Winner “Highly Commended Article” Award for the Year 2010 in JBIM.**

Jacob, Frank and Wolfgang Ulaga (2008), The Transition From Product to Service in Business Markets: An Agenda for Academic Inquiry, Industrial Marketing Management, Vol. 37 (3), 247 - 253.

Reinartz, Werner and Wolfgang Ulaga (2008), How to Sell Services More Profitably, Harvard Business Review, Mai, pp. 90 – 96. Article subsequently reprinted in: Special Issue “Growing Your Business”, Harvard Business Review, Fall 2008, 98-107.

Ulaga Wolfgang and Andreas Eggert (2006), Value-Based Differentiation in Business Relationships: Gaining and Sustaining Key Supplier Status, Journal of Marketing, Vol. 70 (1), January, 119-136. **This article was ranked third among the most frequently cited articles in the Journal of Marketing between 2006 and 2009.**

Ulaga Wolfgang and Andreas Eggert (2006), Relationship Value and Relationship Quality: Broadening the Nomological Network of Business-to-Business Relationships, European Journal of Marketing, Vol. 40, No. 3/4, 311-327.

Eggert, Andreas, Wolfgang Ulaga, and Franziska Schultz (2006), Value Creation in the Relationship Life Cycle: A Quasi-Longitudinal Analysis, Industrial Marketing Management, Vol. 35 (1), 20-27.

Cunningham, Lawrence, Clifford E. Young, Moonkyu Lee, and Wolfgang Ulaga (2006), Customer Perceptions of Service Dimensions: Cross-Cultural Analysis and Perspective, International Marketing Review, Vol. 23 (2), 192-210.

Ulaga Wolfgang, Jean-Luc Arrègle and Andreas Eggert (2005), The Dynamic Nature of Value in Business Markets: New versus Ongoing Relationships, Finanza Marketing e Produzione, Vol. XXIII, Number 3 (September), 145-152.

Ulaga Wolfgang and Andreas Eggert (2005), Relationship Value in Business Markets: The Construct and its Dimensions, Journal of Business-to-Business Marketing, Vol 12 (1) 73-99.

Lawrence F. Cunningham, Clifford E. Young, Wolfgang Ulaga and Moonkyu Lee (2004), Consumer Views of Service Classifications in the USA and France, Journal of Services Marketing, Vol. 18 (6), 421-432.

Ulaga Wolfgang (2003), Capturing Value Creation in Business Relationships: A Customer Perspective, Industrial Marketing Management, Vol. 32 (8), 677-693.

Jean-Luc Arregle and Wolfgang Ulaga (2003), Les modèles linéaires hiérarchiques: une méthode privilégiée d'analyse de données collectées par policy capturing, M@n@gement, Vol. 6 (1), 29-48.

Ulaga, Wolfgang, Arun Sharma, and R. Krishnan (2002), Plant Location and Place Marketing : Understanding the Process from the Business Customers' Perspective, Industrial Marketing Management, Vol. 31 (5), 393-401.

Eggert, Andreas and Wolfgang Ulaga (2002), Customer-Perceived Value : A Substitute for Satisfaction in Business Markets?, Journal of Business and Industrial Marketing, Vol. 17 (2/3), 107-118.

Uлага, Wolfgang and Samir Chacour (2001), Measuring Customer-Perceived Value in Business Markets : A Prerequisite for Marketing Strategy Development and Implementation, Industrial Marketing Management, Vol. 30 (6), 525-540.

Uлага, Wolfgang (2001), Customer Value in Business Markets : An Agenda for Inquiry, Industrial Marketing Management, Vol. 30 (4), 315-319.

Uлага, Wolfgang and Arun Sharma (2001), Complex and Strategic Decision-Making in Organizations: Implications for Personal Selling and Sales Management, Industrial Marketing Management, Vol. 30 (5), 427-440.

Books :

Kowalkowski, Christian and Wolfgang Ulaga (2020), B2B Service Strategy, Japanese Adaptation and Translation by Keiko Toya and Masaaki Mochimaru, Toky Keizai Editions, Tokyo, Japan. For further information, see: <https://str.toyokeizai.net/books/9784492762530/> or www.amazon.co.jp.

Liozu, Stephan and Wolfgang Ulaga (2018), Data Monetization: A Practical Roadmap for Framing, Pricing, and Selling Your B2B Digital Offers, VIA Publishing, Self-Edited book, Anthem, Arizona, USA. Further Information at www.amazon.com.

Kowalkowski, Christian and Wolfgang Ulaga, Translated by: Marco Rapaccini (2018), Service Strategy. Guida pratica per crescere con i servizi, Franco Angeli Editions, 26 aprile 2018. Further information at: https://www.francoangeli.it/Ricerca/Scheda_libro.aspx?CodiceLibro=100.884

Kowalkowski, Christian and Wolfgang Ulaga (2017), Service Strategy in Action (S2iA): A Practical Guide for Growing Your B2B Service and Solution Business, Self-Edited book, Scottsdale, Arizona, USA. Further Information at www.amazon.com and www.servicestrategyinaction.com

Karsenti, Gerald and Wolfgang Ulaga, (2010), Le Business Model des Services : Des Produits aux Services dans les Marchés B to B, [Trad.: The Services Business Model : From Products to Services in Business Markets], Eyrolles – Editions d’Organisations, Paris, France.

Jokung, Octave, Jean-Luc Arregle, Yves de Ronge and Wolfgang Ulaga (2001), Introduction au Management de la Valeur, Dunod, Paris.

Book Chapters :

Uлага ,Wolfgang, Andreas Eggert and Anna Gehring (2020), Customer Success – The Next Frontier in Business Markets? In: Bruhn, Manfred, Christoph Burmann and Manfred Kirchgeorg, Editors, Marketing Weiterdenken, Zukunftspfade für eine marktorientierte Unternehmensführung, Second Edition, October, Springer-Gabler, Wiesbaden, Germany, 357-373.

Eggert, Andreas, Alexander Haas, Wolfgang Ulaga, and Harri Terho (2015), Wertbasiertes Verkaufen auf Industrieguetermärkten, in : Backhaus, Klaus and Markus Voeth (Eds.), Handbuch Business-to-Business Marketing, pages 483-495.

Reinartz, Werner and Wolfgang Ulaga (2014), Hybrid Offerings: Research Avenues for Implementing Service Growth Strategies, in : Rust, Roland T. and Ming-Hui Huang (Eds.), Handbook of Service Marketing Research , Chapter 17, Edward Elgar Publishers, Cheltenham UK - Northampton MA, pages 370-394.

Ulaga, Wolfgang and Andreas Eggert (2008), Linking Customer Value to Customer Share in Business Relationships, in: Woodside Arch G., Francesca Golfetto and Michael Gibbert (Eds.), Creating and Managing Superior Customer Value, *Advances in Business Marketing and Purchasing*, Volume 14, JAI Press, Elsevier, pages 221 - 247.

Ulaga, Wolfgang and Werner Reinartz (2007), Des produits aux services : l'enjeu des firmes « BtoB », in : L'Art de la Croissance, Editions Les Echos – Editions Village Mondial Pearson Education France , pages 144 – 150.

Ulaga, Wolfgang (1999), Customer Value Analysis- Case Study of an International Food Ingredients Supplier, in: Art T. Weinstein and William C. Johnson (Eds.), Designing and Delivering Superior Customer Value: Concepts, Cases and Applications, CRC St.Lucie Press, Boca Raton, FL.

Case Studies

Award Winning Cases:

Winner, The Case Centre, Annual Awards and Competitions 2016: This case was recognized as Best Case in the “Outstanding Case Writer” Category:

GE Healthcare India (A): The Marketing Challenge of Low-Resource Customers

Kondis, Athanasios and Wolfgang Ulaga (2014), IMD Case Study IMD-5-0800.

GE Healthcare India (B): The Product Innovation Journey

Kondis, Athanasios and Wolfgang Ulaga (2014), IMD Case Study IMD-5-0801.

GE Healthcare India (C): The Commercial Innovation Imperative

Kondis, Athanasios and Wolfgang Ulaga (2014), IMD Case Study IMD-5-0802.

Winner, The Case Centre, Annual Awards and Competitions 2016 and 2015: This case was recognized as Best Case in the “Marketing” Category.

Michelin Fleet Solutions: From Selling Tires to Selling Kilometers

How to transform the business model of a traditional product-centric manufacturer in search of growth through value-added services and complex customer solutions?

The case document and teaching notes are available through the *European Case Clearing House*.

Access: http://www.ecch.com/caserearch/product_details.cfm?id=96546&rc=1&pg=1&tc=2&adv_search=1

A compact version of this case targeted at Executive Education programs is :

Business Model Innovation: Michelin Fleet Solutions-From Selling Tires to Selling Kilometers

Renault, Chloé, Wolfgang Ulaga and Frédéric Dalsace (2013), Executive Education Case. Detailed Teaching Note, PPT Slide Deck, and Video Interviews. IMD Case Study IMD-5-0793.

All Other Cases:

How Insurance Works: A Window into the World of Property and Casualty Insurance in 2019. Laura Heeley, Wolfgang Ulaga and Ziv Carmon. INSEAD Industry Background Note 11/2020-6605. To be used stand-alone and/or in conjunction with Case Study Lemonade.

Lemonade: Delighting Insurance Customers with AI and Behavioural Economics.

A Disruptive InsurTech Business Model for Outstanding Customer Experience and Cost-Effective Service Excellence. Laura Heeley, Wolfgang Ulaga and Ziv Carmon. Case Study, Teaching Note,

and PowerPoint slide deck. INSEAD Case Study 06/2020-6597. This case has been translated into Russian.

WeWork – Service Excellence Through Business Model Innovation: Creating Outstanding Customer Experiences by Leveraging Data, Analytics and Digital Technologies

Brandwein, Nancy, Wolfgang Ulaga and Jörg Niessing (2019). Case Study, Teaching Note, and PowerPoint slide deck. INSEAD Case Study 04/2019-6488.

Procter & Gamble’s Tide Dry Cleaners (A): Leveraging the Brand to provide a “Wow” Experience

Wolfgang Ulaga, Kathryn Eaton, and Darima Fotheringham (2017), Teaching Note, Video Interviews and PowerPoint slide deck. Center for Services Leadership Case Series in Service Excellence. Case Study CSL-17-001.

Procter & Gamble’s Tide Dry Cleaners (B): Bringing the Customer Experience to Life

Wolfgang Ulaga, Kathryn Eaton, and Darima Fotheringham (2017), Teaching Note, Video Interviews and PowerPoint slide deck, Center for Services Leadership Case Series in Service Excellence. Case Study CSL-17-002.

Royal DSM (A): Creating a Chief Marketing Officer (CMO) Position in a B2B Firm

Kondis, Athanasios and Wolfgang Ulaga (2015), Teaching Note and Video Interviews. IMD Case Study IMD-7-1646.

Royal DSM (B): The Challenge of Establishing the Corporate Marketing Function

Kondis, Athanasios and Wolfgang Ulaga (2015), IMD Case Study IMD-7-1647.

Royal DSM (C): Taking Marketing and Sales Excellence to the Next Level

Kondis, Athanasios and Wolfgang Ulaga (2015), IMD Case Study IMD-7-1648.

Japan Electric Power Company (A): Can This Customer Be Saved?

Ulaga Wolfgang (2014), IMD Case Study IMD-7-1575.

Japan Electric Power Company (B): The Customer Value Assessment Project

Ulaga Wolfgang (2014), IMD Case Study IMD-7-1576. Teaching Note and Excel Spreadsheet for Value-in-Use Modeling.

ABB Turbocharging (A): Leading Change in Certain Times

Kondis, Athanasios, Winter Nie, and Wolfgang Ulaga (2014), IMD Case Study IMD-3-2430.

ABB Turbocharging (B): Implementing Change in Turbulent Times

Kondis, Athanasios, Winter Nie, and Wolfgang Ulaga (2014), IMD Case Study IMD-3-2431.

Châteaufort The Home of Seminars (A): Creating an Outstanding Customer Experience – From Good to Great

Kondis, Athanasios and Wolfgang Ulaga (2013), Detailed Teaching Note, PPT Slide Deck, and Video Interviews, IMD Case Study (A) IMD-5-0788.

Châteaufort The Home of Seminars (B): Navigating the Economic Crisis and Preparing for the Future

Kondis, Athanasios and Wolfgang Ulaga (2013), Detailed Teaching Note, PPT Slide Deck, and Video Interviews, IMD Case Study (B) IMD-5-0799.

E-Channel Integration @ Fnac.com

Ulaga, Wolfgang.

How to transform a traditional brick-and-mortar retailer into a brick-and-click business?
The case document and teaching notes are available through the *European Case Clearing House*.
Access: http://www.ecch.com/casesearch/product_details.cfm?id=20426

Compact Cases :

From Concrete to A Flooring Solution: Holcim Mexico – Selling a Commodity that Isn't
Siebenburger-Hacki, Katrin and Wolfgang Ulaga (2016), IMD Case Study IMD-7-1718.

Hilti – Converting the North American Decking Market: Creating and Capturing its Value by Changing Behaviors Across a Network of Stakeholders.

Siebenburger-Hacki, Katrin and Wolfgang Ulaga (2016), IMD Case Study IMD-7-1719.

Customer Lifetime Valuation: Water Filters – A Brief Exercise

Ulaga, Wolfgang (2014), IMD Case Study IMD-50785. Teaching Note IMD-81393.

Customer Lifetime Valuation: Sotarg Inkjet Printers – A Brief Exercise

Ulaga, Wolfgang (2014), IMD Case Study IMD-5-0786. Teaching Note IMD-5-086-T.

Academic Conference Presentations:

Faramarzi, Ashkan, Stefan Worm and Wolfgang Ulaga (2021), Service Strategy's Effect on Firm Performance – A Meta Analysis of the Service Transition Literature, in: Special Session B2B-Marketing-Finance Interface, Proceedings AMA Winter Academic Conference, 17 - 19 February (Online).

Hochstein, Bryan, Wolfgang Ulaga, Anna Gehring and Andreas Eggert (2021), Customer Success Management: What It Is and Why It Is Important to B2B Marketing, Special Session, Proceedings AMA Winter Academic Conference, 17 - 19 February (Online).

Ulaga, Wolfgang, Andreas Eggert and Anna Gehring (2021), Customer Success Management – The Construct, Its Conceptual Roots and Managerial Relevance, In: Special Session “Customer Success Management – What, Why and How”, 50th European Marketing Academy (EMAC) Conference, Madrid, Spain, May 25 - 28.

Gehring, Anna, Wolfgang Ulaga, Andreas Eggert, and Bryan Hochstein (2021), Conceptualizing Customer Success in Business Markets: A Theories-in-Use-Approach, 50th European Marketing Academy (EMAC) Conference, Madrid, Spain, May 25 - 28.

Gehring, Anna, Wolfgang Ulaga, Andreas Eggert, Bryan Hochstein (2021), Customer Success in Business Markets, Georgia State University, Center for Business & Industrial Marketing (CBIM) International Conference, “Challenges and Opportunities for Increasing Turbulent Times in Business Markets”, 22-24 June (Online).

Eggert Andreas, Michael Kleinaltenkamp, Vishal Kashyap and Wolfgang Ulaga (2020), How Business Customers Perceive Value: An Intergrated Model, ANZMAC-EMAC B2B Research Online Seminar Series, June 4.

Husemann-Kopetzky Markus, Andreas Eggert, Wolfgang Ulaga and Michael Steiner (2020), The Influence of Attribution and Entitlement Effects on Industrial Customers' Willingness-to-Pay For

Ancillary Services, Proceedings AMA Winter Academic Conference, February, 14-16. San Diego, California.

Kanuri, Vamsi, Lena Steinhoff, Wolfgang Ulaga, Lisa Scheer, Andreas Eggert, and Justin Lawrence (2020), Creating Value through B2B Services: Drivers, Contingencies and Future Directions, Proceedings AMA Winter Academic Conference, February, 14-16. San Diego, California.

Ulaga, Wolfgang (2019), Monetizing Data: A Roadmap for Mastering Data-Driven Service Growth, Plenary Session Keynote, Frontiers in Service Conference, Singapore, 18-21 July 2019.

Pedersen, Carsten, Thomas Ritter and Wolfgang Ulaga (2019), Data-Driven Conflicts: A Triad and Co-opetition Perspective on Data-Enabled Growth, BMM-EMAC 9th Biennial International Conference on Business Market Management, Berlin, June 27-29.

Zeithaml, Valarie, Bernie Jaworski, Ajay Kohli, Wolfgang Ulaga, Kapil Tuli and Gary Zaltman (2019), Perspectives on Theories in Use, Proceedings AMA Winter Academic Conference, Austin, Texas, February 22-24.

De Jong, Ad, Andreas Eggert, Wolfgang Ulaga, and Thomas Ritter (2019), Embracing the Complexity of Solutions in Business Markets: Where Do We Come From? Where Do We Go?, Proceedings AMA Winter Academic Conference, Austin, Texas, February 22-24.

Bond, Ed, Mark Houston, and Wolfgang Ulaga (2019) The Dual Role of Complexity in B2B Solutions: A Systematic Review, Conceptual Framework, and Research Agenda, Proceedings AMA Winter Academic Conference, Austin, Texas, February 22-24.

Pedersen, Carsten, Thomas Ritter and Wolfgang Ulaga (2019), Data-Driven Conflicts in Business Triads, 2nd Industrial Marketing Management Summit, Copenhagen, Denmark, January 22 – 25, 2019

Mustak, Mekhail, Wolfgang Ulaga and Marcella Grohmann (2018), Unleashing the Revenue and Profit Potential of Free Services in B2B: Conceptual Foundations and Managerial Insights, Proceedings ISBM Academic Conference: Advances in Business-to-Business Marketing, MIT, Sloan School of Management, Cambridge MA, August 8-9, 2018

Ritter, Thomas, Wolfgang Ulaga and Henrik Andersen (2018), Who Is My Customer? Data-Driven Challenges in Business Relationships and Markets, Proceedings ISBM Academic Conference: Advances in Business-to-Business Marketing, MIT, Sloan School of Management, Cambridge MA, August 8-9, 2018

Salas Jim, Gabriel Gonzales and Wolfgang Ulaga (2018), Replicating Hybrid Solutions for Business Customers: A Proposed Framework for Service Infusion Success, Proceedings ISBM Academic Conference: Advances in Business-to-Business Marketing, MIT, Sloan School of Management, Cambridge MA, August 8-9, 2018

Bond, Edward, Wolfgang Ulaga, and Mark Houston (2018), Complex B2B Solutions: Systematic Review and Research Agenda, BI-JAMS Thought Leaders' Conference 2018, Systematic Reviews and Meta-Analyses, Oslo, June 3-5, 2018.

Ritter, Thomas and Wolfgang Ulaga (2018), Monetizing Data in Business Relationships: Case Observations and Propositions, Proceedings 47th European Marketing Academy (EMAC) Conference, May 29-June 1, Glasgow, UK.

Mekhail Mustak, Wolfgang Ulaga, and Marcella Grohmann (2018), Mastering the Free-to-Fee Service Transition in Business Markets: A Typology, Roadmap, and Agenda for Academic Inquiry, Proceedings AMA Winter Marketing Educators' Conference, New Orleans, Louisiana, February 23-25.

Ulaga, Wolfgang and Thomas Ritter (2018), Data-Driven Disruption in Organizational Frontlines, 4th Organizational Frontlines Research Symposium, New Orleans, Louisiana, February 23-25.

Ritter, Thomas and Wolfgang Ulaga (2018), Monetizing Data in Relationships and Networks, Inaugural Industrial Marketing Management Summit, Copenhagen, Denmark, 25 & 26 January.

Mekhail Mustak, Wolfgang Ulaga, and Marcella Grohmann (2017), Mastering the Free-to-Fee Service Transition in Business Markets: A Taxonomy, Roadmap, and Agenda for Academic Inquiry, 8th BMM-EMAC Biennial International Conference on Business Market Management, Karl-Franzens-University, 6-8 July, Graz, Austria.

Ritter, Thomas and Wolfgang Ulaga (2017), Who's Got the Power? How Data Is Changing Power and Profits in Value Networks, 8th BMM-EMAC Biennial International Conference on Business Market Management, Karl-Franzens-University, 6-8 July, Graz, Austria.

Kleinaltenkamp, Michael, Andreas Eggert, and Wolfgang Ulaga (2017), How Business Actors Perceive Value: An Integrated Perspective, Inaugural Session of the Business-to-Business Marketing Special Interest Group (B2B SIG), Proceedings 46th European Marketing Academy (EMAC) Conference, May 23-26, Groningen, The Netherlands.

Böhm, Eva, Andreas Eggert, Harri Terho, Wolfgang Ulaga, and Alexander Haas (2016), Mastering Solution Sales in Business Markets: The Key Role of Salesperson's Solution Crafting Competence, Proceedings ISBM Academic Conference: Advances in Business-to-Business Marketing, Goizueta Business School, Atlanta, Georgia, August 3-4.

Ulaga, Wolfgang, Wesley J. Johnston, Gary L. Lilien and Jagannath Rao (2016), Leveraging Big Data & Analytics for Service Innovation and Growth: Promising Research Avenues Grounded in Managerial Practice, Panel Session, Proceedings ISBM Academic Conference 2016: Advances in Business-to-Business Marketing, Goizueta Business School, Atlanta, Georgia, August 3-4.

Morgan Neil, Kim Whitler, Wolfgang Ulaga, Mike French, and Dick Lynch (2016), The Role of Marketing in the Firm and the C-Suite, Opening Plenary Session, Proceedings AMA Summer Marketing Educators' Conference, Atlanta, Georgia, August 4-7.

Grohmann Marcella, Marcus Zimmer, Florian von Wangenheim and Wolfgang Ulaga (2016), How to Move Services From Free to Fee Without Jeopardizing The Customer Relationship: The Role of Pricing Schemes, Service Level and Communication Strategies, 2016 JAMS Thought Leaders in Service Marketing Strategy Conference, May 29-31, Paris, France.

Böhm, Eva, Andreas Eggert, Harri Terho, Wolfgang Ulaga, and Alexander Haas (2016), Crafting Solutions in Business Markets: The Role of Salesperson's Human and Social Capital, JAMS Thought Leaders in Service Marketing Strategy Conference, May 29-31, Paris, France.

Eggert, Andreas, Manfred Krafft, Wolfgang Ulaga, Jan Wieseke (2016), Identifying High-Potential Research Ideas on Value Creating Sales, Panel, 45th European Marketing Academy (EMAC) Conference, May 24-27, Oslo, Norway.

Böhm, Eva, Andreas Eggert, Harri Terho, Wolfgang Ulaga, Alexander Haas (2016), Crafting Solutions in Business Markets: The Important Role of Salesperson's Human and Social Capital,

45th European Marketing Academy (EMAC) Conference, May 24-27, Oslo, Norway.

Böhm, Eva, Andreas Eggert, Alexander Haas, Harri Terho, and Wolfgang Ulaga (2015), Recognizing Value Creation Opportunities in Business Markets, Proceedings AMA Winter Marketing Educators' Conference, San Antonio, Texas, February 13-15.

Ritter, Thomas, Andreas Eggert, Eva Böhm, and Wolfgang Ulaga (2014), The Corporate Marketing Department – Between Value and Vanish, ISBM Academic Conference Advances in B-to-B Marketing, San Francisco State University, San Francisco, CA, 30-31 July 2014.

Haas, Alexander, Andreas Eggert, Harri Terho, Wolfgang Ulaga, and Eva Böhm (2014), Selling Value in Business Marketing: Why a Powerful Idea Often Fails, ISBM Academic Conference Advances in B-to-B Marketing, San Francisco State University, San Francisco, CA, 30-31 July 2014.

Eva Böhm, Andreas Eggert, Harri Terho, Alexander Haas, and Wolfgang Ulaga (2014), Salespersons' Solution Crafting Capability: A Knowledge-Based Perspective, ISBM Academic Conference Advances in B-to-B Marketing, San Francisco State University, San Francisco, CA, 30-31 July 2014.

Terho, Harri, Andreas Eggert, Alexander Haas, and Wolfgang Ulaga (2014), Overcoming Roadblocks to Implementing Value-Based Selling: Aligning Organizational Support With Sales Force Activities, Proceedings AMA Winter Marketing Educators' Conference, Orlando, Florida, February 20-24.

Renault C., Worm, S., Ulaga, Dalsace F. (2013), Successful Solution Deployment: How Can Manufacturing Firms Leverage their Channel Partners more Effectively?, 6th International Conference on Business Market Management (BMM), 20-22 June, Bamberg, Germany.

Worm S., Ulaga, W., Bharadwaj, S., Reinartz, W. (2013) Understanding the Risk and Return of Output-Based Customer Solutions, The 2013 Theory + Practice in Marketing (TPM) Conference in Marketing Strategy, London, May 31 – June 1, 2013.

Eggert, A., Steiner, M., and Ulaga, W. (2013), Increasing Customers' Willingness to Pay for Hybrid Offerings: The Impact of Price Presentation Formats, Proceedings of the 42nd European Marketing Academy (EMAC) Conference, May, Istanbul, Turkey.

Ulaga W. and Loveland J. (2012), Implementing Service Growth Strategies in Industrial Markets: The Role of the Sales Force, Proceedings AMA Summer Marketing Educators' Conference, Chicago, August 16-19.

Renault, C., Dalsace, F., Ulaga, W. and Worm, S. (2012), Successful Solution Deployment: How Manufacturing Firms Can Leverage Their Channel Partners, ISBM Academic Conference Advances in B-to-B Marketing, University of Chicago, 15-16 August 2012.

Worm, S., Ulaga, W., Bharadwaj, S., and Reinartz, W. (2012), Financial Performance Outcomes of B2B Customer Solution Offerings, in: Worm, S. and Bharadwaj, S. – Special Session: Creating Value Via B2B Customer Solutions, ISBM Academic Conference Advances in B-to-B Marketing, University of Chicago, 15-16 August 2012.

Ulaga W. and Loveland J. (2012), Aligning the Industrial Sales Force with Service Growth Strategies: Key Challenges for Selling Hybrid Offerings in Business Markets, ISBM Academic Conference Advances in B-to-B Marketing, University of Chicago, 15-16 August 2012.

Eggert, A., Steiner M., Ulaga W., and Backhaus, K. (2012), Capturing the Value of Hybrid Offerings: The Impact of the Price Presentation Format, in: Homburg, C., Totzek, D. – Special Session on “Pricing Issues in B2B Markets”, ISBM Academic Conference Advances in B-to-B Marketing, University of Chicago, 15-16 August 2012.

Ulaga W. and Loveland J. (2012), ‘Are Product Sales People From Mars and Service Sales People From Venus? Key Challenges in Implementing B2B Service Growth Strategies at the Industrial Sales Force Level’, Proceedings of the Thought Leadership on the Sales Profession Conference, Harvard Business School, 5 – 6 June, Boston. Mass.

Ulaga W. and Loveland J. (2012), ‘Implementing Service Growth Strategies at the Industrial Sales Force Level: Key Challenges in Selecting and Managing Service-Savy Sales People’, Proceedings of the 41st European Marketing Academy (EMAC) Conference, 22 – 25 May, Lisbon, Portugal.

Eggert, A., Eckert J., Ulaga, W., Haas, A. and Terho, H. (2012), ‘Assessing the Performance Impact of Value-Based Selling : Come Strong or Don’t Come at All, Proceedings of the 41st European Marketing Academy (EMAC) Conference, 22 – 25 May, Lisbon, Portugal.

Ulaga, W. and Reinartz, W. (2012), Driving Growth Through Services in B2B Markets: Key Success Factors Derived From Best Practices, Research Impacting Practice – Bringing Technology to Market Conference, April 27 – 28, Berlin, Germany.

Ulaga, W. and Reinartz, W. (2012), Hybrid Offerings: How Manufacturing Firms Combine Goods and Services Successfully, Special Session, 2012 AMA Winter Marketing Educators' Proceedings, February 17-19, St. Petersburg, Florida.

Terho, H., Haas, A., Eggert, A. and Ulaga, W. (2011). ‘It’s Almost Like Taking the Sales out of Selling’: Conceptualizing Value-Based Selling in Business Markets, 2011 AMA Summer Marketing Educators' Proceedings, August 5 – 7, San Francisco, CA.

Worm, S. and Ulaga, W. (2011), Understanding Customer-Perceived Value in B2B Solution Offerings, Proceedings of the 40th European Marketing Academy (EMAC) Conference, 24 – 27 May, Ljubljana, Slovenia.

Eggert, A., Hogreve, J., Ulaga, W. and Muenkhoff, E. (2011). Assessing the Long-Term Effect of Industrial Services on Firm Profitability: The Moderating Impact of Product Innovations, 2011 AMA Winter Marketing Educators' Proceedings, 18 – 20 February, Austin, Texas. **Winner "Overall Best Conference Paper" Award**.

Eggert, A. Hogreve, J. Ulaga, W. and Muenkhoff, E. (2010), Disentangling the Revenue and Cost Implications of the Service Transition: A Latent Growth Analysis, ISBM Academic Conference Advances in B-to-B Marketing, August 11-12, Harvard Business School, Boston.

Worm, S., Ulaga, W. and Zitzlsperger, D. (2010), Understanding Customer-Perceived Value in B2B Solution Offerings, ISBM Academic Conference Advances in B-to-B Marketing, August 11-12, Harvard Business School, Boston.

Ulaga, W. and Zimmer, M. (2010), Risky Solutions? Risk/Benefit-Based Drivers and Barriers of Business Solutions, 19th Annual Frontiers in Service Conference, Karlstad University, June 10 – 13, Karlstad, Sweden.

Femtvik. B., Ulaga W. and Bitner, M. J. (2010), Transition From Products to Service – Experiences from Tetra-Pak, Panel Discussion, 19th Annual Frontiers in Service Conference, Karlstad University, June 10 – 13, Karlstad, Sweden.

Eggert, A., Hogreve, J., Ulaga, W. and Muenkhoff, E. (2010), Industrial Services, Product Innovations, and Firm Profitability – A Longitudinal Analysis, Pre-Conference Service and Solution Innovation, 19th Annual Frontiers in Service Conference, June 10 – 13, Karlstad, Sweden.

Worm, S., Ulaga W. and Zitzelsperger D. (2009), Understanding the Additional Value Created by Customer Solutions and How It Is Contingent Upon Solution Complexity, ANZMAC, Monash University, December 2 – 4, Melbourne, Australia.

Ulaga, W. and Reinartz, W. (2009), The Transition from a Product-Centric to a Service-Centric Salesforce in Industrial Companies: Key Drivers of Success, The Houston Conference in Selling and Sales Management, The University of Houston, Sales Excellence Institute, April 2 – 4, Houston, Texas.

Eggert, A. and Ulaga, W. (2009), Musing on a Decade of Customer Value Research in Business Relationships: Where Do We Come From? Where Should We Go?, Fourth International Conference on Business Market Management, Copenhagen, March 18 – 20.

Eggert, A., Ulaga, W. (2008). Linking Customer Value to Customer Share in Business Relationships. In: Brown, J.; Dant, R. (Eds.). Unleashing the Power of Marketing to Transform Consumers, Organizations, Markets, and Society, 2008 AMA Summer Educators' Proceedings, San Diego, CA.

Ulaga, W., Reinartz, W. (2008), Drivers of Profitability in Industrial Services: A Framework and Research Propositions, ISBM Academic Conference 2008: Advances in B-to-B Marketing, August 6 – 7, San Diego, CA.

Eggert, A., Ulaga, W., Schultz, F.(2008), Supplier Status Matters: Identifying the Supplier Status as a Source of Heterogeneity in Business Relationships, ISBM Academic Conference 2008: Advances in B-to-B Marketing, August 6 – 7, San Diego, CA.

Reinartz, W.; Ulaga, W. (2008). Drivers of Profitability in Industrial Services, In: Weinberg, C. (Editor). Proceedings of the 2008 INFORMS Marketing Science Conference, Vancouver, Canada.

Ulaga, W.; Eggert, A.; Schultz, F. (2008). Are All Supplier Relationships Created Equal? A Multi-Group Analysis of Key Supplier and Back-up Supplier Relationships. In: Perks, Keith J. and Shukla, Paurav (Editors), Proceedings of the 37th EMAC Conference, Brighton, UK.

Eggert, A.; Ulaga, W. (2007). Conceptualizing, Measuring and Managing Customer Share in Key Supplier Relationships. In: Sharma D.; Borna, S. (Eds.). Proceedings of the Annual Conference of the Academy of Marketing Science, Vol. 30, Coral Gables, Florida, p. 149.

Eggert, A.; Ulaga, W.; Hollmann, S. (2007). Customer Share Marketing from the Customer's Perspective. In: Mohr, J.; Fisher, R. (Hrsg.). Enhancing Knowledge Development in Marketing, 2007 AMA Summer Educators' Proceedings, Washington, D.C.

Ulaga, W.; Eggert, A.; Hollmann, S. (2007). Customer Share Marketing from the Customer's Perspective. In: Proceedings of the 36th EMAC Conference, Reykjavic.

Eggert, A.; Ulaga, W. (2006). Customer Share in Business-to-Business Markets: Antecedent, Outcome, Contingency. In: Grewal, D.; Levy, M.; Krishnan, R. (Hrsg.). Enhancing Knowledge Development in Marketing, 2006 AMA Summer Educators' Proceedings, Chicago, pp. 172-173.

Eggert, A.; Ivens, B.; Ulaga, W. (2006). Value Creation and Value Claiming in Business Relationships: The Role of Specific Investments. In: Institute for the Study of Business Markets (Eds.). Thinking Big, Thinking Different: Contributions and Challenges in B-to-B Research, August 3-4, Chicago.

Obadia, C; Ulaga, W. (2006). Inter-firm Economic Commitment: The Construct and its Dimensions, In: Institute for the Study of Business Markets (Eds.). Thinking Big, Thinking Different: Contributions and Challenges in B-to-B Research, August 3-4, Chicago.

Eggert, A.; Ulaga, W.; Schultz, F. (2006). Relationship Value as a Driver of Customer Share. In: Avlonitis, G.; Papavassiliou, N.; Papastathopoulou, P. (Eds.). Sustainable Marketing Leadership, Proceedings of the 35th EMAC Conference, Athens, p. 230.

Flint, D.; Sawhney, M.; Ulaga, W.; Vargo, S. (2005). Value Creation in Business Relationships – Conceptual, Methodological, and Managerial Challenges, Special Session chaired by Professor Daniel J. Flint on “Understanding Value in Interorganizational Relationships”, In: Walter, B.; Houston, M. (Eds.). Enhancing Knowledge Development in Marketing, 2005 AMA Summer Educators’ Proceedings, San Francisco, pp. 261-262.

Ivens, B.; Eggert, A.; Ulaga, W. (2005). Value Creating and Value Claiming Norms: An Empirical Test of their Impact on Customer Commitment. In: Walter, B.; Houston, M. (Eds.). Enhancing Knowledge Development in Marketing, 2005 AMA Summer Educators’ Proceedings, San Francisco, pp. 261-262.

Ulaga, W.; Arrègle, J.L.; Eggert, A. (2005). An investigation of the dynamic nature of value creation in business relationships. In: Trailo, G. (Eds.). Rejuvenating Marketing, Proceedings of the 34th EMAC Conference, Milano, p. 212.

Ulaga, W.; Eggert, A. (2005). Value Based Differentiation in Business Relationships: Gaining and Maintaining Key Supplier Status. In: Seiders, K., Voss, G. (Eds.). Marketing Theory and Applications, 2005 AMA Winter Educators’ Proceedings, Austin, p. 294-295.

Eggert, A.; Ulaga, W. (2004). Managing Value Chains under the Condition of High Dependence. In: Spekman, R.; Wilson, D. (Eds.). New Priorities and Challenges for Business-to-Business Marketers, Proceedings of the 1st ISBM Workshop at Harvard Business School, Boston, p. 7-8.

Ulaga, W.; Eggert, A. (2004). Relationship Value and Relationship Quality: Broadening the Nomological Network of Business-to-Business Relationships. In: Bernhardt, K., Boles, J.; Ellen, P. (Eds.). Enhancing Knowledge Development in Marketing, 2004 AMA Summer Educators’ Proceedings, Boston.

Ulaga, W.; Eggert, A. (2004). Trust as a Perfect Mediator of the Value-Commitment Link in Business-to-Business Relationships. In: Munuera-Aleman, J. (Eds.). Worldwide Marketing, Proceedings of the 33nd EMAC Conference, Murcia, p. 221.

Eggert, A.; Ulaga, W. (2004). Integrating Value into the Nomological Network of Relationship Marketing. In: Cron, W.; Low, G. (Hrsg.). Marketing Theory and Applications, 2004 AMA Winter Educators' Proceedings, Scottsdale, Vol. 15, pp. 139-140.

Eggert, A.; Ulaga, W. (2003). The Role of Value and Trust in Buyer-Supplier Relationships. In: Spotts, H.E. (Hrsg.): Developments in Marketing Science, Proceedings of the Annual Conference of the Academy of Marketing Science, Vol. 26, Washington, D.C., p. 284.

Ulaga, W. (2003). Value Creation in Manufacturer-Supplier Relationships, B2B 2003 – Market Trends and Academic Response, Proceedings of the Ninth Annual CBIM/ISBM Academic Workshop, Orlando, Florida, February 13-14.

Eggert, A.; Ulaga, W. (2002). Trust: A driver of relationship performance in business markets? In: Farhangmehr, M. (Hrsg.): Proceedings of the 31st EMAC Conference, Braga, p. 40.

Eggert, A.; Georges, L. (2002). Key account management and value creation: An empirical study. In: Farhangmehr, M. (Hrsg.): Proceedings of the 31st EMAC Conference, Braga, p. 79.

Ulaga, W.; Eggert, A. (2002). La création de valeur dans les relations entre fournisseurs et clients: proposition d'une échelle. In: Salerno, F. ; Ulaga, W. (Hrsg.): XVIIIe Actes de Congrès International de l'Association Française de Marketing, Vol. 1, Lille, pp. 261-279.

Ulaga, W.; Eggert, A. (2002). Exploring the Key Dimensions of Relationship Value and their Impact on Buyer-Supplier Relationships. In: Evans, K.; Scheer, L. (Hrsg.). Marketing Theory and Applications, 2002 AMA Winter Educators' Proceedings, Austin, Vol. 13, pp. 411-412.

Ulaga, W.; Eggert, A. (2001). Developing a Standard Scale of Relationship Value in Business Markets. In: Håkansson, H.; Solberg, C.A.; Huemer, L.; Steigum, L. (Hrsg.): Interactions, Relationships and Networks: Strategic Dimensions, 17th Annual IMP Conference Proceedings, Oslo, pp. 1-18.

Eggert, A.; Ulaga, W. (2000). Customer Perceived Value: A Substitute for Satisfaction in Business Markets? In: Grundlach, G.; Murphy, P. (Hrsg.). Enhancing Knowledge Development in Marketing, 2000 AMA Educators' Proceedings, Chicago, Vol. 11, pp. 338-339.

Eggert, A.; Ulaga, W.; Drapier, L. (2000). Customer Perceived Value in Business Relationships: A Cross-Sectional Survey Among Purchasing Managers in Germany. In: Spotts, H.; Meadow, L. (Hrsg). Developments in Marketing Science, Proceedings of the Annual Conference of the Academy of Marketing Science, Vol. 23, Montreal, p. 395.

Eggert, A.; Ulaga, W. (2000). Developing and Testing a Value-Theory of Relationship Marketing. In: Johnson, W.; Rich, M. (Hrsg.). Business Marketing in the Decade Ahead: The Key Challenges We Face. Proceedings of the Sixth Annual CBIM/ISBM Academic Workshop, Atlanta, pp. 1-9.

Dupuis, M.; Prime, N.; Szymanski, D.; Ulaga, W. (2000). Strategic Perceptual Gaps Among Managers And Their Performance Effects in International Retailing Strategy, Retailing and Distribution in Europe – Third AFM French-German Conference, Rennes, June 29-30, 2000.

Arrègle, J.-L.; Ulaga, W. (2000). Policy Capturing and Hierarchical Linear Models: An Innovative Approach to the Assessment of Marketing Decision Models, 16th Annual Conference of the French Marketing Association, Montreal, May 18-20.

Ulaga, W. (1999). An Investigation of Perceived Value in Industrial Buyer-Seller Relationships, Annual Conference Industrial Marketing and Purchasing (IMP), Dublin, Ireland, September 2-4.

Ulaga, W. (1999). Measuring Customer-Perceived Value in Industrial Markets : A Prerequisite for Marketing Strategy Development and Implementation, Proceedings of the Fifth Annual CBIM/ISBM Academic Workshop, Connecting to Customers: Value, Volume, and One-to-One, Atlanta, January 16-19.

Uлага, W. (1998). Customer Value Audit in Business Markets: The Case of a Chemicals Supplier in International Markets, Annual Conference Industrial Marketing and Purchasing (IMP), Turku, Finland, Septembre 3-5.

Uлага, W. (1998). Customer Value Audit in Business Markets : A Strategic Marketing Tool, Proceedings of the Annual Conference of the Academy of Marketing Science, Norfolk, Virginia, May 27-30, 1998.

Uлага, W. (1997). Understanding Foreign Plant Location Decision-Making : A Prerequisite for Place Marketing', Annual Conference Industrial Marketing and Purchasing (IMP), Lyons, Septembre 4-6.

Other Presentations at Academic & Professional Conferences

Uлага, Wolfgang, Gaby Oedekerken-Schroeder, Martin Mende and Thomas Baker (2017), Creating Impact Through Teaching & Service, Panel Session, 24th Annual SERVSIG Doctoral Consortium, Fordham University, June 21 & 22, New York, NY.

Patricio Lia, Bo Edvardsson, Christian.Gronroos, Irene Ng, and Wolfgang Ulaga (2017), Service Research Centers: Past, Present and Future, Panel Session, QUIS 15, The 15th International Research Symposium on Service Excellence in Management, Porto, Portugal, June 12-15, 2017.

Uлага, Wolfgang (2016), Pricing Field Services for Profits: Mastering the Free-to-Fee Transition, Field Service USA Conference, Palm Springs, CA April 25 – 28, 2016.

Recognition for Excellence in Research

2021 ISBM-David T. Wilson-Sheth Foundation Award for Long Term Impact in B2B Marketing, August 2021.

Committee: Prof. Stefan Wuyts (Chair), Penn State University and ISBM Director, Prof. J. Andrew Petersen, Penn State and ISBM Associate Director, Prof. Gary L. Lilien, Penn State and ISBM Director Emeritus, and Prof. Ruth N. Bolton, Arizona State and President, Sheth Foundation.

Winner, ISBM-David T. Wilson-Sheth Foundation Award for Long Term Impact in B2B Marketing. This award recognizes the significant long run impact on the theory and practice of B2B Marketing made by the article: Wolfgang Ulaga and Werner J. Reinartz (2011), Hybrid Offerings: How Manufacturing Firms Combine Goods and Services Successfully, *Journal of Marketing*, Vol. 75 (6) November, 5-23. Extract of recognition by Prof Stefan Wuyts, Prize Committee Chair:

“The winning paper provides a unique perspective on hybrid offerings, combinations of goods and service, which contrasts with the focus in the prior literature on either products or services. The authors use rigorous qualitative methods to develop the foundations for a new theory of hybrid offerings, including the identification of distinctive capabilities and unique resources that drive the generation of successful hybrid offerings. This ground-breaking article opened up a new field of inquiry in B2B marketing academia and addressed important managerial challenges in B2B marketing practice that still resonate today, as B2B firms struggle to develop winning value propositions.”

Top 2% of Scientists in Stanford Study.

Ranked in the top 2% of scientists in Marketing according to a Stanford study published in 2020. Source: Stanford [study](#) 2020. Data extracted by Pierre Chandon: 12 INSEAD faculty, including 3 emeritus.

Honorary Doctorate, Turku School of Economics, Turku University, Finland, May 2016

Doctor of Economics Honoris Causa, conferred on May 13, 2016 in recognition of :

"pioneering, high-quality research on customer value and servitization strategies in the field of business-to-business marketing as well as his exceptional ability to combine the requirements of science to practical relevance both in academic research, executive education and teaching of marketing."

SYNTEC (French Association of Management Consulting Companies), Paris, April 2012

Winner, Category "Marketing and Decision Science", Research-in-management academic prize for the article *Hybrid Offerings: How Manufacturing Firms Combine Goods and Services Successfully*, published with co-author Werner Reinartz, University of Cologne in the *Journal of Marketing* in November 2011.

ESMT Conference Bringing Technology to Market, Berlin, April 2012

1st Runner-up, Research Recognized for Managerial Relevance, *Driving Growth Through Services*, presented with co-author Werner Reinartz, University of Cologne. Based on the article *Hybrid Offerings: How Manufacturing Firms Combine Goods and Services Successfully*, published with co-author Werner Reinartz, University of Cologne in the *Journal of Marketing* in November 2011.

American Marketing Association Winter Conference, Austin, February 2011

Winner "Overall Best Conference Paper" Award for the article *Assessing the Long-Term Effect of Industrial Services on Firm Profitability: The Moderating Impact of Product Innovations* with co-authors A. Eggert, J. Hogreve and E.Muenkhoff, 2011 AMA Winter Marketing Educators' Proceedings, 18 – 20 February, Austin, Texas.

Journal of Business and Industrial Marketing, 2010

Winner "Highly Commended Article" Award for the Year 2010 in JBIM for the article *Benchmarking the Impact of Customer Share in Key-Supplier Relationships* with co-authors A. Eggert and S. Hollmann, *Journal of Business and Industrial Marketing* (2009), Vol.24 (3/4), 154 - 160.

Awards for Excellence in Case Writing

During the academic year, I received several important awards documenting my role as a leading global case writer:

- **The Case Center – Top-10 Best-Selling Case Authors (26th October 2020)**

On 26th October 2020, the Case Center published its annual list of top forty best-selling case authors. This year, I progressed to rank 10/40. Over the past years, my ranking has steadily improved.

The Case Centre, Top 40 Best-Selling Case Authors in recent years:

2019-2020 (Rank # 10); 2018-2019 (Rank # 15); 2017-2018 (Rank # 31); 2016-2017 (Rank # 27); 2015-2016 (Rank # 36).

- **The Case Center – Top-15 Best-Selling Marketing Cases (29th January 2021)**

On 29th January 2021, the Case Center published its annual list of top fifteen annual bestselling cases in each of the ten major subject areas, based on unit sales from The Case Centre catalogue during the preceding calendar year. The list includes my case “Michelin Fleet Solutions: From Selling Tires to Selling Kilometers” (510-103-1) in the Marketing category.

- **The Case Center – Classic Case Collection (29th January 2021)**

On 29th January 2021, the Case Center published its annual classic case collection. My case “Michelin Fleet Solutions: From Selling Tires to Selling Kilometers (ref no 510-103-1)” was elected into this collection for the first time this year. The top ten bestsellers in each subject category and the free case category, based on the number of individual organisations ordering and teaching the case over the last five years, are included.

- **2021 Brandon Hall Group HCM Excellence Awards (23rd August 2021)**

On 23rd August 2021, Brandon Hall Group announced that our case “Customer Academy ENGIE University X INSEAD” won Bronze in its 2021 Brandon Hall Group HCM Excellence Awards in the Category: Best Advance in Competencies and Skill Development.

- **The Case Centre, Annual Awards and Competitions, 2016**

GE Healthcare India (A), (B), and (C). Best Case in the “Outstanding Case Writer Category”.

- **The Case Centre, Annual Awards and Competitions, 2015**

Michelin Fleet Solutions: From Selling Tires to Selling Kilometers. Best Case in the “Marketing” Category.

Awards for Excellence in Teaching

- **Dean’s Commendation for Excellence in MBA Teaching (31 August 2021)**

In 2021, I received for the first time the Dean’s Commendation for Excellence in MBA Teaching at INSEAD.

- **Winner, ‘Best Marketing Concentration Teacher of the Year’ Award (April 2018)**

Full-Time MBA Program, W.P. Carey School of Business, Arizona State University (ASU).

- **Winner, Vernimmen ‘HEC Best Teacher of the Year’ Award, June 2009**

Award sponsored by BNP-Paribas to acknowledge excellence in pedagogy across all faculty members at HEC Paris, France.

Practitioner Articles:

Ulaga, Wolfgang (2021), The Post-Covid Future of “Everything as a Service” INSEAD Knowledge, 4th January.

<https://knowledge.insead.edu/strategy/the-post-covid-future-of-everything-as-a-service-15831>

Ulaga, Wolfgang and Michael Mansard (2021), Can the Subscription Economy Save Financial Services? INSEAD Knowledge, 27th January.

<https://knowledge.insead.edu/blog/insead-blog/can-the-subscription-economy-save-financial-services-15996>

Ulaga, Wolfgang (2020), The Hidden Drivers of Decision-Making, INSEAD Knowledge, February. <https://knowledge.insead.edu/marketing/discovering-the-hidden-drivers-of-decision-making-13346>

Ulaga, Wolfgang and Michael Mansard (2020), Recession-Proofing the Subscription Economy, INSEAD Knowledge, August. <https://knowledge.insead.edu/blog/insead-blog/recession-proofing-the-subscription-economy-14951>

Ulaga, Wolfgang and Stefan Michel (2018), Turn Free Services into Paid Opportunities to Grow Your Business, INSEAD Knowledge, December 7.
Access: <https://knowledge.insead.edu/marketing/turn-free-services-into-paid-opportunities-to-grow-yourbusiness-10576>

Ulaga, Wolfgang (2008), 你还在卖产品吗？ Business Management Review (BMR) China, October, p. 44 - 43.

Reinartz, Werner and Wolfgang Ulaga (2006), Growth Beyond the Core, *Financial Times*, Weekly Series 'Mastering Uncertainty', Friday, 31 March, p.10 – 11.
Access: <http://www.ft.com/cms/s/cc499b8a-c00e-11da-939f-0000779e2340.html>

Ulaga, Wolfgang and Werner Reinartz (2006), Des Produits aux Services : L'Enjeu des Firmes « BtoB », *Les Echos*, L'Art de la Croissance, 30 Novembre, pages 9 – 10.

Working Papers

Eggert, Andreas, Wolfgang Ulaga, and Sabine Hollmann (2006), Linking Customer Share to Relationship Performance: The Customer's Perspective, *ISBM Working Paper Series*, No. 10-2006, Penn State University, University Park, PA..
<http://www.ebusiness.xerox.com/isbm/dscgi/ds.py/Get/File-285/10-2006.pdf>

Eggert, Andreas, Wolfgang Ulaga and Franziska Schultz, (2005), "Value Creation in the Relationship Life Cycle: A Quasi-Longitudinal Analysis." *ISBM Working Paper Series*, No. 9-2005, Penn State University, University Park, PA.
Access: <http://www.ebusiness.xerox.com/isbm/dscgi/ds.py/Get/File-264/09-2005.pdf>

Ulaga, Wolfgang and Andreas Eggert (2003), "Relationship Value in Business Markets : Development of a Measurement Scale", *ISBM Working Paper Series*, No. 2-2003, Penn State University, University Park, PA.
Access: <http://www.ebusiness.xerox.com/isbm/dscgi/ds.py/Get/File-228/2-2003.pdf>

Service to the Academic Community

ISBM PhD Camp on Research in B2B Markets, Atlanta, August 1-3, 2016
Counselor, Research Roundtable. Advice to PhD Students in Business-to-Business Marketing.

PhD Theses Supervision & PhD Committee Membership:

Supervisor, PhD Dissertation, Chloé RENAULT, HEC Paris, December 3, 2012.

Co-supervisors: Frédéric DALSAË, Wolfgang ULAGA, HEC Paris.

Committee: Jean-Pierre Helfer (University of Paris 1), Sandy Jap (Emory University), Robert Salle (EM Lyon), Lisa Scheer (University of Missouri).

Member, Doctoral Dissertation Committee, Marcella Grohmann, ETH Zurich.

Professor Florian von Wangenheim, ETH Zurich, invited me to serve on the dissertation committee for the doctoral thesis of Ms. Marcella Grohmann. Over the past five years, I served as an academic advisor to Ms. Grohmann during her doctoral dissertation work. We recently had an article accepted in the Journal of Service Research. Her doctoral dissertation defense is expected to be scheduled in fall 2021.

Member ‘Rapporteur’, PhD Dissertation Committee of Elsa PAWLICKI épouse DESSAIGNE, University Jean Moulin Lyon 3, France. Dissertation Defense: June 11, 2020.

PhD Supervisor: Catherine Pardo, Professeur HDR, EMLyon Business School (Directrice de thèse).

Le distributeur B to B, orchestrateur de relations collaboratives. Lecture dynamique de la position des distributeurs professionnels au sein de leurs réseaux. Thèse de Doctorat de l’Université Jean Moulin Lyon 3, École Doctorale de Sciences Economiques et Gestion (SEG), Université de Lyon, Ecole Doctorale 486, Spécialité / Discipline de Doctorat Marketing. Jury: Gilles Paché, Professeur des universités, Aix–Marseille Université (Rapporteur), Wolfgang Ulaga, Professeur HDR, NSEAD (Rapporteur), Sylvie Lacoste, Professeur HDR, Kedge Business School Talence, Isabelle Prim–Allaz, Professeur des universités, Université Lumière Lyon 2, Kiane Goudarzi, Professeur des universités, Université Jean Moulin Lyon 3.

Member, PhD Dissertation Committee of Marcus Zimmer, Technische Universität München, Germany. Dissertation Defense: September 3, 2014

PhD Supervisor: Professor Florian von Wangenheim, Technische Universität München.

Committee Members: Isabell Welpé, Wolfgang Ulaga.

Dissertation Title: Business Solutions: Sellers’ and Buyers’ Perspectives.

Member, PhD Dissertation Committee of Joonas Keränen, Lappeenranta University of Technology, Finland. Dissertation Defense: June 13, 2014.

PhD Supervisors: Professors Anne Jalkala and Risto T. Salminen, Lappeenranta University of Technology, Finland.

Committee Members: Peter LaPLaca, Wolfgang Ulaga.

Dissertation Title: Customer Value Assessment in Business Markets.

Member, PhD Dissertation Committee of Jim SALAS, Arizona State University, USA. Dissertation Defense: November 20, 2013.

PhD Supervisors: Professors Beth WALKER and Michael HUTT, Arizona State University.

Committee Members: Sungho PARH, Wolfgang ULAGA

Dissertation Title: Replicating Hybrid Solutions for Business Customers : A Proposed Framework for Service Infusion Success.

Member, PhD Dissertation Jury of M. Thierry DELECOLLE, University Paris Dauphine: 26 January 2009.

"An Investigation of the Behavior of Very Small Enterprises", Paris,

PhD. Supervisor: Pierre Volle, University Paris Dauphine.

Editorial Review Board Membership:

- **Journal of Service Research (JSR)**
Member of the Editorial Board as of 2017.

- **Journal of Personal Selling and Sales Management (JPSSM)**
Member of the Editorial Board since 2009.
- **Journal of Business Market Management (JBM)**
Member of the Editorial Board since 2006.
- **Industrial Marketing Management (IMM)**
Member of the Editorial Board since 2004.
- **Qualitative Market Research : An International Journal (QMR)**
Member of the Editorial Board since 1998.
- **Journal of Creating Value**
Member of the Editorial Board since 2017.

Guest Editorship:

Industrial Marketing Management

Guest Editor, together with Frank Jacob, ESCP-EAP Berlin.

Special Issue on the Transition from Product to Service in Business Markets, Vol. 37 (Feb.) 2008.

Industrial Marketing Management

Guest Editor, Special Issue on Customer Value in Business Markets, Vol. 30 (4), May 2001.

Reviewer Assignments:

- *Industrial Marketing Management (IMM)*,
- *International Journal of Research in Marketing (IJRM)*,
- *International Business Review (IBR)*,
- *International Marketing Review (IMR)*,
- *Journal of the Academy of Marketing Science (JAMS)*,
- *Journal of International Business Studies (JIBS)*
- *Journal of Marketing (JM)*,
- *Journal of Business Research (JBR)*,
- *Journal of Personal Selling and Sales Management (JPSSM)*
- *Journal of Service Research (JSR)*
- *Qualitative Marketing Review: An International Journal (QMR)*,
- *Recherche et Applications en Marketing (RAM)*,
- *Revue Politique et Management Public (PMP)*
- *Décisions Marketing (DM)*.

Reviewer for AMA Summer & Winter Educators' Conferences, the European Marketing Academy (EMAC), the Annual Conference of the *Industrial Marketing and Purchasing Group*, *Annual Conference of the French Marketing Association*

European Marketing Academy (EMAC), Brussels.

Country Representative for France. Three-year term 2008/09 – 2010/11.

Conference Chair:

Annual Conference of the French Marketing Association AFM

Conference Co-Chair, 18th Annual Conference, Lille, May 23-24, 2002.

The 18th Conference was hosted by both the University of Lille 1 – IAE (Co-Chair Francis Salerno) and EDHEC School of Management.

Conference Track Chair:

European Marketing Academy (EMAC):

Track Chair “Business-to-Business Marketing & Networks”, Co-Chair: Andreas Eggert.

- 40th Annual Conference, Ljubljana, May 24 – 27, 2011.
- 39th Annual Conference, Copenhagen, June 1 – 4, 2010.
- 38th Annual Conference, Nantes, May 2009.
- 37th Annual Conference, Brighton, 27 – 30 May 2008.

Annual Conference Industrial Marketing and Purchasing (IMP), Milan, September 7-9, 2006

Track Chair. Track “The Transition from Products to Services in Business Markets”.

RESEARCH GRANTS OBTAINED _____

ZUORA Research Grant Mastering the Subscription Economy, (€ 30,000) May 2020.

Company-sponsored grant to create and disseminate knowledge on the key success factors for mastering subscription-based business models in B2B and B2C industries.

Marketing Science Institute (MSI, Research Grant (\$ 12,000), February 2009.

MSI Research Grant # 4-1548: Drivers of Profitability in Industrial Services. Research project in cooperation with Werner REINARTZ, University of Cologne.

HEC Foundation, Research Award (€ 40,000), April 2008.

Assessment of the key drivers of profitability in B2B services in manufacturing companies. This research project is designed to include both qualitative and quantitative data collection stages over a period of two years.

French Association for Management Education FNEGE (€13.000).

Research Fellow Abroad, Texas A&M University, College Station, Texas.

Credit Mutuel, Retail Banking (€ 11.000).

Assessment of the link between customer perceptions of satisfaction/value and customer profitability to the firm. The project aims at building a market information system combining internal data drawn from the company’s data warehouse and a survey among 2.500 customers.

Institute for the Study of Business Markets (ISBM), Pennsylvania State University (\$ 750).

Research support for developing and conducting a survey among purchasing managers in the U.S. on value creation in manufacturing buyer-seller relationships.

EDUCATION & ACADEMIC DEGREES _____

2016

Turku University, Turku School of Economics, Finland.

Doctor of Economics Honoris Causa, conferred on May 13, 2016.

- 2010 **University Paris Dauphine, Paris, France.**
Habilitation à Diriger des Recherches – HDR (French Habilitation Thesis)
- 1991-95 **University of Paris 1, Panthéon-Sorbonne, Paris, France.**
Doctorat en Sciences de Gestion (French Ph.D. in Business Administration)
Foreign Market Entry Decision-Making and Place Marketing.
- 1989-90 **University of Paris 1, Panthéon-Sorbonne, Paris, France.**
Diplôme d’Etudes Approfondies – DEA (Doctoral Preparation Program).
- 1988 - 89 **EDHEC Graduate School of Management, Lille, France.**
General Management Certificate.
- 1986 – 88 **Pforzheim University of Applied Sciences, Pforzheim, Germany.**
Diplom-Betriebswirt (FH) – (German equivalent of M.A.in Management).

PRIOR PROFESSIONAL EXPERIENCE _____

DML & ASSOCIATES International Management Consultants (1990 - 1995)

Consultant (1993-1995). Junior Consultant (1990-1993), Francfort and Paris offices.
Assignments in international business development and corporate restructuring.
International market entry studies, industrial partner search, customer satisfaction studies for industrial clients, export promotion and inward investment promotion programs, divestment from non-strategic subsidiaries.

Major clients : ABS, AVX (Kyocera), Cedilac-Candia, Chemviron Carbon (Calgon), DIM, Kraft Jacobs Suchard, Kysor-Warren, MIKO, Rhône-Poulenc, Unilever, United Biscuits.

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS _____

Academy of Marketing Science
American Marketing Association
Association Française de Marketing
Institute of Supply Management (ISM)
European Marketing Academy – Country Representative for France (2008 – 2010)

PERSONAL BACKGROUND _____

Married to Ghislaine Ulaga. One daughter, Juliette. Dog Joshua.