

## **Hannah S. Lee**

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### **EDUCATION**

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- Ph.D. **Michigan State University**, Doctoral Candidate  
Major: Marketing/Minor: International Business  
(Expected Completion: May 2014)
- M.S. **University of Illinois**, Urbana-Champaign  
Major: Finance (May 2009)
- B.A. **Ewha Womans University**, Seoul-Korea  
*Summa cum laude*  
Majors: International Studies, Business Administration (Feb. 2008)

### **RESEARCH**

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#### **Primary Research Interests**

My research fundamentally falls within the field of marketing strategy inclusive of intra- and inter-organizational governance, relationship marketing, managerial decision making, and the influence of culture and institutional factors on international marketing strategy.

#### **Dissertation**

Dissertation Title: Managing Multiple Relationships in Information-Rich Environments: The Positive and Negative Impact of Information Symmetry in Networks

This dissertation, using a two essay format, focuses on the impact of information symmetry on the multilateral management of inter-organizational relationships. The first essay, drawing on structural network theory and social learning theory, investigates how a focal firm's ability to proactively manage the structural properties of a network—specifically, density of the network and relative network centrality of the referent firm—as well as the influence strategies used in dyads influence social learning in an exchange network. The second essay examines the context in which the symmetrical information environment can have negative consequences for a focal firm in the management of multiple relationships within a network due to perceptions of unfairness when partner firms anchor on the wrong comparative referent. Specifically, it examines the efficacy of explanatory communications in re-anchoring and lowering unfairness perceptions of a partner firm building on equity theory and the anchoring and adjustment literature. Overall, the research provides insight for marketing academics as well as marketing managers on how to more carefully manage not only within, but across relationships.

- Essay 1: Controlling Information Symmetry in the Network: The Promotion of Social Learning for Multilateral Management
- Essay 2: The Re-anchoring Efficacy of Explanations: Lowering Perceptions of Unfairness

Dissertation Co-Chair: Roger J. Calantone  
 Dissertation Co-Chair: David A. Griffith  
 Committee Members: Thomas J. Page and Cheri Speier-Pero  
 Proposal Defended: June 4th, 2013

## Publications

- **Refereed Journal Articles**

**Lee, Hannah S.** and David A. Griffith (2012), “Comparative Insights into the Governance Problems of Agency Theory: The Influence of Institutional Environment on the Basic Human Tenets,” *Academy of Marketing Science Review*, 2(1), 19-33.

- **Book Chapters**

**Lee, Hannah S.** and David A. Griffith (2012), “Transferring Corporate Brand Image to Local Markets: Governance Decisions for Market Entry and Global Branding Strategy,” *Advances in International Marketing: New Directions in International Advertising Research: Product Design, Innovation, & Branding in International Marketing*, K. Scott Swan, Shaoming Zao, & Chris Adkins (eds.), Emerald Group Publishing Limited. pp. 39-65.

## Work Under Review

Hoppner, Jessica J, David A. Griffith, **Hannah S. Lee**, and Tobias Schoenherr. “Working for Equity or Self-Interest? Behavioral and Relationship Performance Outcomes of Positive and Negative Supplier Inequity.”  
 (Invited for revision and resubmission at *Journal of Marketing Research*)

Griffith, David A., **Hannah S. Lee**, Chang Seob Yeo, and Roger Calantone “Marketing Process Adaptation: Antecedent Factors and New Product Performance Implications in Export Markets,”  
 (Invited for revision and resubmission at *International Marketing Review*)

## Selected Work in Progress

Griffith, David A. and **Hannah S. Lee**, “Customer Participation and Headquarter Coordination in International Markets for New Product Advantage,”  
 Status: Data collection, preliminary analysis completed, Target *Journal of Marketing*

Devezer, Berna and **Hannah S. Lee**, “Unintended Spillover Effects of E-retailers’ Sustainable Packaging.”  
 Status: Undergoing data collection, Target *Journal of Marketing*.

## Research Presentations

- 2012 Haring Symposium, Indiana University 2012 - *Research Presenter*  
2011 Winter Marketing Educators Conference 2011, American Marketing Association (AMA),  
Session on Contemporary Issues in Cross-Border Collaborative Relationships - *Research Presenter*

## AWARDS AND HONORS

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- 2013 *Summer Graduate Office Fellowship Award*, Michigan State University  
2013 *Graduate Research Fellowship Award*, Michigan State University  
2012 *Summer Graduate Office Fellowship Award*, Michigan State University  
2012 *Graduate Research Fellowship Award*, Michigan State University (proposal)  
2012 *Haring Symposium 2012 Doctoral Fellow*, Indiana University  
2011 *Student Representative*, Eli Broad College of Business Doctoral Program Committee, MSU  
2011 *46<sup>th</sup> AMA-Sheth Doctoral Consortium Fellow*, Oklahoma State University  
2011 *Summer Research Funding*, Department of Marketing, Michigan State University  
2010 *Marketing Department Summer Research Fellowship*, Michigan State University  
2009 *University Distinguished Fellowship (2009-2014)*, Michigan State University  
2004 *Dean's List (2004-2008)*, Ewha Womans University, Seoul, Korea

## TEACHING

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### Graduate Level

*MKT 860 International Business*, (Fall 2010; Fall 2011)  
(Teaching Assistant) Assistance in case assignment and exam grading; development of three MBA-level international business case studies

### Undergraduate Level

(Primary Instructor) Full responsibility over course implementation, which included textbook selection, syllabus development, course content and administration, instruction and grading.

Course	Evaluations	Student Comments
<b>MKT 327 Introduction to Marketing</b> (Summer 2013)	Instructor quality average score: 4.29/5.00 Course quality average score: 3.76/5.00	"The instructor is passionate about the topic, which makes things much more enjoyable. I like the real life examples." "Good instructor, really well organized! I like how the classes are set up. It is interesting and keeps you tuned in. I like how there are a lot of visual aids and examples."
<b>MKT 317 Quantitative Business Research Methods</b> (Summer 2012)	<u>SEC 202</u> Instructor quality average score: 4.49/5.00 Course quality average score: 4.57/5.00  <u>SEC 203</u> Instructor quality average score:	"The instructor is extremely patient with questions. Also, quite approachable regarding change. This motivates a student to work hard toward the course." "Great job! Her class is very well-organized and she is very enthusiastic as well." "I like the teacher. She is very helpful and clear, and responsible. She understands the material

	4.60/5.00 Course quality average score: 4.27/5.00	<i>and teaches the class very well."</i>
<b>MKT 317 Quantitative Business Research Methods</b> (Summer 2011)	Instructor quality average score: 4.54/5.00 Course quality average score: 4.29/5.00	<i>"Awesome! Greatest T.A. I have ever met! I like the way you teach." "The instructor did well in explaining the material. I like how the class integrates business situations into our problems."</i>
<b>MKT 310 International and Comparative Dimensions of Business</b> (Summer 2010)	Instructor quality average score: 3.71/5.00 Course quality average score: 3.43/ 5.00	<i>"Hannah was very pleasant and accommodating to students' needs and requests."</i>
<b>MKT 415 International Marketing Management</b> (Spring 2013)	Instructor quality average score: 3.35/5.00 Course quality average score: 3.35/5.00	<i>"Thank you so much for your help in this semester, you are the best marketing professor I have ever met. I learned a lot from this class and I believe it will be beneficial for me in the near future." "I really like your class! The class structure is well set. I like that we look at real world examples in class."</i>

*MKT460 Marketing Strategy* (Fall 2012)

(Guest Lecturer) Introduction and lead discussion of PharmaSim marketing management simulation project; covering segmentation and position, management of a brands portfolio, integrated marketing communications, and multiple channels with intermediaries.

## **DOCTORAL PROGRAM COURSEWORK**

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MKT 902 Professional Marketing Seminar	Dr. C. Droge
MKT 907 Causal Modeling in Marketing	Dr. R. Calantone
MKT 908 Marketing Models	Dr. S. Sridhar and Dr. R. Calantone
MKT 910 Marketing Theory and Critical Analysis	Dr. D. Griffith
MKT 911 Seminar in Marketing Strategy	Dr. T. Hult
MKT 940 Seminar in International Business Theory	Dr. T. Murtha
MKT 941 International Business Research Methods	Dr. T. Hult
MKT 990 International Marketing Strategy	Dr. D. Griffith
MKT 990 Inter-organizational Marketing Research	Dr. D. Griffith
MGT 906 Seminar in Organizational Research Methods	Dr. R. Illies
MGT 914 Applied Regression	Dr. P. Rubin
RET 873 International Consumer Behavior	Dr. D. Pysarchik
PSY 865 Research Methods in Applied Psychology	Dr. A. Ryan

## **SERVICE**

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### **Journals**

Ad Hoc Reviewer, Journal of International Marketing, 2010 to present

Ad Hoc Reviewer, Industrial Marketing Management (Special Issue: “Integrating marketing and operations for business sustainability”), 2012

### **Conferences**

Ad Hoc Reviewer, Academy of Marketing Science (2011), Services Track

### **Professional Affiliations**

American Marketing Association, 2009 to present

5<sup>th</sup> Young Leaders Club, Federation of Korean Industries, 2005 to Present

## **MISCELLANEOUS INFORMATION**

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U.S. Citizen – Born in Ohio

## **REFERENCES**

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### **Roger J. Calantone**

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## APPENDIX

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### Selected Abstracts

**Lee, Hannah S.** and David A. Griffith (2012), “Comparative Insights into the Governance Problems of Agency Theory: The Influence of Institutional Environment on the Basic Human Tenets,” *Academy of Marketing Science Review*, 2(1), 19-33.

Agency theory is used to explain many firm marketing activities. However, its assumptions are founded in characteristics of North American actors, particularly in the United States. As such, it is not surprising that work employing agency theory in other national contexts often fails to find support. Taking a comparative institutional approach, this article theorizes how the human assumptions and prescriptions of agency theory differ across countries by utilizing the three pillars (i.e., regulative, normative, and cognitive) set forth by institutional theory. In particular, attenuations of the human assumptions of self-interest, risk-aversion, and bounded rationality of agents are theorized to influence goal alignment, risk sharing, and information processing in the agency relationship and in turn, effect prescriptions of governance and contracting given by the traditional agency model. A series of research propositions are developed to provide insight into the contractual implications in the principal-agent relationship across different institutional contexts. The theoretical attenuations presented provide guidance for marketing academics and practitioners engaged in cross-national agency relationships

**Lee, Hannah S.** and David A. Griffith (2012), “Transferring Corporate Brand Image to Local Markets: Governance Decisions for Market Entry and Global Branding Strategy,” *Advances in International Marketing: New Directions in International Advertising Research: Product Design, Innovation, & Branding in International Marketing*, K. Scott Swan, Shaoming Zao, & Chris Adkins (eds.), Emerald Group Publishing Limited. pp. 39-65.

This study examines the process of establishing a viable brand in a new foreign market through successful market entry governance by utilizing various types of branding alliances to transfer corporate brands. Drawing from corporate illustrations and building upon Ghosh and John's (1999) governance value analysis (GVA) model, a decision model for managers is developed providing theory-based guidance for market entry strategies. Relational governance can be considered as a continuum ranging from strong relational (i.e., joint ventures, co-branding) to weak relational (i.e., joint promotion, marketing alliance) forms. Firms should organize their market entry strategy based upon brand equity resources, specific investments made by the partner, and environmental uncertainty (market volatility and cultural distance), so as to transfer the desired brand image and associations into local markets by maximizing the level of value created and value claimed. This study contributes to the international marketing literature by providing a theoretically strong decision model, supported by corporate examples, of how firms enter markets using various types of brand alliances. It also advances the practice of international marketing in regard to branding by providing insights as to how managers in the global marketplace can effectively transfer brand images and build global brand equity, minimizing firm costs while maximizing the value created and claimed from the brand.

Hoppner, Jessica J, David A. Griffith, **Hannah S. Lee**, and Tobias Schoenherr. “Working for Equity or Self-Interest? Behavioral and Relationship Performance Outcomes of Positive and Negative Supplier Inequity.” Invited for revision and resubmission at *Journal of Marketing Research*

Maintaining equity between partners in on-going buyer-supplier relationships enhances relationship performance. However, self-interest often leads a supplier to operate for their own advantage in order to gain inequitably from the relationship, even though it may decrease the relationship's performance. This

study examines how self-interest seeking and bounded rationality interplay with equity theory's explanation of a supplier's behavioral responses and performance outcomes to positive and negative inequity. The hypotheses are tested using spline regression in a data set from 296 buyer-supplier relationships. The results suggest that self-interest seeking motives stimulate suppliers in a state of positive inequity to restrict their buyer's access to resources in order to gain more from the relationship. This decision is boundedly rational due to positive-negative asymmetry bias, as it indirectly, via access to resources, diminishes relationship performance. Relative dependence was found to moderate the relationship between positive supplier inequity and the supplier's provision of access to resources. Suppliers in a state of negative inequity experience a direct negative effect on performance, but are able to achieve a positive indirect effect on performance through their efforts to increase the inputs of their buyer to the relationship by providing them greater access to resources.

Griffith, David A., **Hannah S. Lee**, Chang Seob Yeo, and Roger Calantone "Marketing Process Adaptation: Antecedent Factors and New Product Performance Implications in Export Markets," Invited for revision and resubmission at *International Marketing Review*

The international marketing literature offers insight into the much debated issue of standardization versus adaptation of marketing programs. This study explores the driving factors and performance implications of marketing 'process' adaptation across multiple export relationships, examining the internal exchange attributes of transaction specific investments and psychic distance on the adaptation of relational behavior and detailed contracting as well as how process adaptation influences new product outcomes and jointly created value in export relationships. A survey was conducted of 151 U.S. manufacturers regarding their relationship with their primary foreign buyers. The findings of the study reveal that adaptation of the marketing process related to relationship governance strategies can play an important role in the export marketing process, but managers must proceed with caution in balancing both social and economic adaptation. The results also point to the importance of understanding the underlying source of uncertainty and adapting appropriate aspects of governance.

Griffith, David A. and **Hannah S. Lee**, "Customer Participation and Headquarter Coordination in International Markets for New Product Advantage," Status: Data collection, preliminary analysis completed, Target *Journal of Marketing*

A significant recent change in business markets has been the increasing involvement of industrial customers in manufacturers' new product development processes. With the use of customer participation, manufacturers attempt to enhance new product advantage and performance over global competition. However, manufacturers' may not be able to fully reap the benefits of customer participation without a platform element of cross-country collaboration between headquarters and country-level marketing operations. Hypotheses are empirically tested with a survey of 201 global marketing managers. Results reveal that customer participation as an information resource (CPI) and customer participation as a co-developer (CPC) have different effects on new product advantage depending on the level of cross-country collaboration, cautioning and providing guidance for managers on how to effectively manage customer participation in the international marketplace.

Devezer, Berna and **Hannah S. Lee**, "Unintended Spillover Effects of E-retailers' Sustainable Packaging," Status: Data collection, Target *Journal of Marketing*.

There is growing management recognition of the capacity of packaging to create differentiation and identity. With the heightened environmental concern of consumers, sustainable packaging initiatives such as consideration for package form, function, and appearance can have a powerful effect on consumers' spillover responses to a product carried within. With the advent of online retail formats, the importance of

not only the direct packaging, but also the tertiary packaging in which the products are shipped to the final customer has increased. Utilizing cue utilization theory and spillover effects, it is proposed that often consumers use the extrinsic cues (i.e., tertiary packaging) as a surrogate indicator of product quality and brand image. The spillover effects of tertiary packaging characteristics of size, packing material, and product category on product and brand evaluations, re-purchase intentions, as well as perceived environmental consciousness of the e-retailer are examined to provide managerial guidance in tertiary packaging decisions in the new e-retailing environment.