

## **Editorial: Issue Overview and the Introduction of Research Notes**

### **The Current Issue:**

In the present issue, five articles were accepted. These articles feature the wide scope of topics that fall within the realm of Marketing Management. I want to highlight several key takeaways I gleaned from each of these articles.

The lead article, “PLS-SEM: The Holy Grail for Advanced Analysis” by Matthews, Hair, and Matthews, provides an overview of important aspects to consider before using PLS-SEM. First, they compare differences between covariance-based structural equation modeling (CB-SEM) and PLS-SEM. They provide guidelines for when it is appropriate to use PLS-SEM over the traditional CB-SEM. The manuscript then focuses on how to use PLS-SEM to conduct mediation, moderation, multi-group analysis, and hierarchical component models. Overall, this manuscript will provide the Journal’s readership with a solid platform to determine when PLS-SEM is the correct tool to use.

The second article, “Millennials’ Purchasing Response to Firms’ CSR Behavior” by Anderson, Dahlquist, and Garver, examines millennials’ attitudes toward corporate social responsibility (CSR) behaviors relative to other product/firm attributes. This study uses a shopping simulation survey employing choice-based conjoint analysis and maximum difference scaling. The study finds certain millennials regard a firm’s CSR behavior to be substantially more important than six other product attributes (including price and quality) when making a purchase decision. Results from this study are important for firms looking to develop and/or refine their CSR strategy. From an academic standpoint, this study advances the CSR literature, in addition to using a unique methodology to analyze the data.

The next article, “Examining the Effect of Humor in Environmentally-Friendly Advertising” by Griese, Alexandrov, Michaelis, and Lilly, examines how environmentally-friendly advertising encourages consumers to act in ways that preserve the environment. Specifically, the manuscript examines environmental promotion through humor using samples from China, Germany, and the United States. I find this study intriguing in its ability to examine differences between the three countries. Specifically, differences in the ability of each of the study’s independent variables to predict both ad attitude and ad engagement are interesting. Further, the overall ability to predict the dependent variables across the three countries is drastically different. From a cross-cultural or cross-national managerial standpoint, this study has the potential to advance how humor is seen in advertising.

The article titled, “Sales Effort and Performance: Dark Side of Customer Product Knowledge” by Murshed and Sangtani, examines how salespeople have to allocate time and effort working with different types of customers. Specifically, the manuscript tests the interplay of sales effort and perceived customer product knowledge in relation to sales performance. The study first suggests that high product knowledge customers can do well with relatively little effort on the part of the salesperson; however, salespeople can benefit by expending more effort toward customers with low product knowledge. Overall, I find the examination of customer knowledge within a sales context to be useful for training both new and established salespeople, where they can be more adaptive to customer needs and wants.

The last article titled, “Organizing a Framework for Customer Value Management in Online Media Relationships” by Kukkonen, develops a conceptual model to examine customer value management for online news channels. The study deepens our understanding of the value creation of online customer relationships and suggests how *monetary, social, and visitor* value can be gained. The managerial contributions of the paper are building a holistic view of customer relationship value in an online context, recognizing the relational value components as one of the key aspects of online relationships, and in presenting nine manageable value-generating components.

### **New Members of the Editorial Review Board:**

I am proud to announce several new members of the Editorial Review Board:

Kesha K. Coker - Ball State University

Scott B. Friend - Miami University

As submissions continue to increase in number and quality, I will continue to add new members to the Editorial Review Board. As can be seen, new Editorial Review Board members have strong records of research accomplishment and are able to review multiple topics and methods.

### **Research Notes:**

In addition to regular and special section article submissions, the Journal will now accept submissions as research notes. Research notes conform to the same high standards as other submissions to the Journal, but are shorter in nature. Specifically, regardless of the type of submission, articles typically will include a strong theoretical foundation with testable hypotheses. Further, all manuscripts must have strong managerial implications. Unlike regular submissions, research notes are limited to 5,000 words, all inclusive. Further, research notes could have fewer hypotheses than a regular submission. For example, two or three well-developed hypotheses would fit well into the scope of a research note. Research notes could also be more limited in generalizability. For example, a study could focus on a single firm or a limited geographic area. While limited generalizability would be acceptable, authors would need to make a strong case as to how and why future studies would want to extend the generalizability of the study.