

Marco Bertini

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BIOGRAPHY

I am Professor of Marketing at Esade, co-founder of the school's Institute for Data-Driven Decisions, and previously served as department chair. I completed my doctoral studies at Harvard Business School, and was on the faculty at London Business School before moving back to Barcelona.

I am co-author of the book *The Ends Game: How Smart Companies Stop Selling Products and Start Delivering Value*, MIT Press, which explores how modern technology stimulates accountability, challenging organizations to succeed from the quality of the outcomes they deliver rather than the offerings they bring to market. The remainder of my research, which for the most part lies at the interface of the economics and psychology of pricing decisions, appears in the leading scholarly journals for marketing science and magazines for management practice.

My coaching, speaking and advisory work similarly focus on the challenge of designing and implementing efficient pricing policies—the “back end” of an organisation’s relationship with its customers, if you will. Recently, I was named to the Thinkers50 Radar, a shortlist of the scholars “most likely to shape the future of how organisations are managed and led.” Prior to this, I was nominated for the Business Professor of the Year Award, a global competition of the Economist Intelligence Unit, and recognised by the Marketing Science Institute as one of the most promising scholars in the field.

I am Italian, but grew up in Australia and subsequently lived in Spain, the United States, the United Kingdom and now back in Spain.

ACADEMIC APPOINTMENTS

Jan. 2021 – Jun. 2022	Visiting Professor – Harvard Business School, Boston, USA
Jun. 2020 – present	Professor of Marketing – Esade, Barcelona, Spain
Apr. 2015 – Apr. 2019	Department Chair, Marketing – Esade, Barcelona, Spain
Jul. 2014 – May 2020	Associate Professor of Marketing – Esade, Barcelona, Spain
May 2006 – Jun. 2014	Assistant Professor of Marketing – London Business School, London, UK
Jun. 2000 – Aug. 2001	Lecturer of Marketing – IESE Business School, Barcelona, Spain

EDUCATION

Harvard Business School, Harvard University	Boston, USA
Doctor of Business Administration (Marketing)	Jun. 2006
IESE Business School, University of Navarra	Barcelona, Spain
Master of Business Administration	Jun. 2000

The University of Melbourne
Bachelor of Arts (Politics and International Studies)

Melbourne, Australia
Mar. 1998

The University of Melbourne
Bachelor of Commerce (Economics)

Melbourne, Australia
Mar. 1998

HONORS, GRANTS AND ACCREDITATIONS

Thinkers50 Radar list, 2017

Catalan University Quality Assurance Agency research merit (2011-16), 2017

Catalan University Quality Assurance Agency research merit (2005-10), 2016

Catalan University Quality Assurance Agency accreditation for advanced research, 2015

London Business School Deloitte Institute of Innovation and Entrepreneurship grant (£12,800), 2013

Marketing Science Institute Young Scholar, 2013

Economist Intelligence Unit Business Professor of the Year Award nominee, 2012

European Commission Marie Skłodowska-Curie Actions grant (€263,000), 2011

London Business School Research and Materials Development Fund, 2006–14

AMA-Sheth Foundation Doctoral Consortium Fellow, 2005

ISMS Doctoral Consortium Fellow, 2004

Harvard Business School Graduate Fellow, 2001–6

The University of Melbourne Honors Graduate, 1998

RESEARCH

PUBLICATIONS

Books

1. Bertini, Marco and Oded Koenigsberg (2020), *The Ends Game: How Smart Companies Stop Selling Products and Start Delivering Value*, Cambridge, MA: MIT Press. (Part of the “Management on the Cutting Edge” series.)

Articles for academia

2. Bertini, Marco, Stefan Buehler, Daniel Halbheer, and Don Lehmann (forthcoming), “Carbon Footprinting and Pricing under Climate Concerns,” *Journal of Marketing*. (Special issue on “Better Marketing for a Better World.”)
3. Bertini, Marco and Aylin Aydinli (forthcoming), “Consumer Reactance to Promotional Favors,” *Journal of Retailing*.
4. Bertini, Marco, Daniel Halbheer, and Oded Koenigsberg (2020), “Price and Quality Decisions by Self-Serving Managers,” *International Journal of Research in Marketing*, 37 (2), 236–57.
5. Vana, Prasad, Anja Lambrecht, and Marco Bertini (2018), “Cashback is Cash Forward: Delaying a Discount to Entice Future Spending,” *Journal of Marketing Research*, 55 (6), 852–68.
6. Spann, Martin, Robert Zeithammer, Marco Bertini, Ernan Haruvy, Sandy Jap, Oded Koenigsberg, Vincent Mak, Peter Popkowski Leszczyc, Bernd Skiera, and Manoj Thomas (2018), “Beyond Posted Prices: The Past, Present, and Future of Participative Pricing Mechanisms,” *Customer Needs and Solutions*, 5 (1-2), 121–36.
7. Lee, Leonard, Michelle Lee, Marco Bertini, Gal Zauberman, and Dan Ariely (2015), “Money, Time, and the Stability of Consumer Preferences,” *Journal of Marketing Research*, 52 (2), 184–99.

8. Aydinli, Aylin, Marco Bertini, and Anja Lambrecht (2014), "Price Promotion for Emotional Impact," *Journal of Marketing*, 78 (4), 80–96.
9. Bertini, Marco, Luc Wathieu, and Sheena S. Iyengar (2012), "The Discriminating Consumer: Product Proliferation and Willingness to Pay for Quality," *Journal of Marketing Research*, 49 (1), 39–49.
10. Bertini, Marco, Elie Ofek, and Dan Ariely (2009), "The Impact of Add-On Features on Consumer Product Evaluations," *Journal of Consumer Research*, 36 (1), 17–28.
11. Bertini, Marco and Luc Wathieu (2008), "Attention Arousal through Price Partitioning," *Marketing Science*, 27 (2), 236–46.
12. Wathieu, Luc and Marco Bertini (2007), "Price as a Stimulus to Think: The Case for Willful Overpricing," *Marketing Science*, 26 (1), 118–29.

Articles for practice

13. Bertini, Marco and Oded Koenigsberg (2020), "Competing on Customer Outcomes," *MIT Sloan Management Review*, 62 (1), 78–84.
14. Bertini, Marco and Nader Tavassoli (2017), "When It's Time to Expand Beyond the Base," *Harvard Business Review*, 95 (5), 143–7.
15. Bertini, Marco and Nader Tavassoli (2015), "Can One Business Unit Have Two Revenue Models?" *Harvard Business Review*, 93 (3), 121–5.
16. Bertini, Marco and Oded Koenigsberg (2014), "When Customers Help Set Prices," *MIT Sloan Management Review*, 55 (4), 57–64.
17. Bertini, Marco and John T. Gourville (2012), "Pricing to Create Shared Value," *Harvard Business Review*, 90 (6), 96–104.
18. Bertini, Marco, Luc Wathieu, Betsy Page Sigman, and Michael I. Norton (2012), "Do Social Deal Sites Really Work?" *Harvard Business Review*, 90 (5), 139–43.
19. Bertini, Marco and John T. Gourville (2011), "Time for a Unified Campaign?" *Harvard Business Review*, 89 (6), 129–33.
20. Bertini, Marco, John T. Gourville, and Elie Ofek (2011), "The Best Way to Name Your Product 2.0," *Harvard Business Review*, 89 (5), 36.
21. Bertini, Marco and Nirmalya Kumar (2010), "The Upstart's Assault," *Harvard Business Review*, 88 (7–8), 159–63.
22. Bertini, Marco and Luc Wathieu (2010), "How to Stop Customers from Fixating on Price," *Harvard Business Review*, 88 (5), 84–91.

Book chapters

23. Bertini, Marco (2017), "Put the Customers' Money Where Your Mouth Is," in *Dear CEO: 50 Personal Letters from the World's Leading Business Thinkers*, London: Bloomsbury, 19–21.

Case studies, exercises and notes

24. Ofek, Elie, Marco Bertini, and Oded Koenigsberg, and James Weber "Pearson: Efficacy 2.0," Harvard Business School case study, in preparation.
25. Ofek, Elie, Marco Bertini, Oded Koenigsberg, and George Gonzalez "HP Instant Ink: (Self) Disrupting the Consumer Printing Market," Harvard Business School case study, in preparation.
26. Ofek, Elie, Marco Bertini, Oded Koenigsberg, Elena Corsi, and Emer Moloney (2020), "Holaluz: Taking on the Spanish Electricity Market," Harvard Business School case study 9-521-045.
27. Ofek, Elie, Eyal Bialogorsky, Marco Bertini, and Oded Koenigsberg (2020), "FirstSense Technologies," Harvard Business School exercise, in preparation.

28. Ofek, Elie, Marco Bertini, Oded Koenigsberg, and Amy Klopfenstein (2020), "Pricing at Netflix," Harvard Business School case study 9-521-004.
29. Bertini, Marco and Nader Tavassoli (2013), "Revenue Model Innovation at Roche Diagnostics," London Business School case study, CS-13-015.
30. Norton, Michael I., Luc Wathieu, Betsy Page Sigman, and Marco Bertini (2012), "What's the Deal with LivingSocial?" Harvard Business School case study 9-512-065 and teaching note 5-513-086.
31. Gourville, John T. and Marco Bertini (2011), "Barceló Hotels and Resorts (A)," Harvard Business School case study 9-511-108.
32. Bertini, Marco and Diogo Coelho (2010), "Global Graphics: Pricing in a New Market," London Business School case study CS-10-014.
33. Gourville, John T. and Marco Bertini (2010), "The London 2012 Olympic Games," Harvard Business School case study 9-510-039 and teaching note 5-511-027.
34. Bertini, Marco, Alastair Hirst, and Nirmalya Kumar (2009), "BT Business: Responding to 'Free Forever'," London Business School case study CS-08-041.
35. Bertini, Marco, Edward Parkinson, and Donna Everatt (2008), "Viagogo (A) (B)," London Business School case studies CS-08-039/040.
36. Bertini, Marco, Eduard Guiu, and José Luis Nuevo (2002), "Vitamax Technologies," IESE Business School, case study M-1139-E.
37. Bertini, Marco, Victoria Carrión, and José Luis Nuevo (2001), "Muxxic Latina," IESE Business School case study M-1135-E.
38. Bertini, Marco, Magali Lamyin, and José Luis Nuevo (2001), "Teléfonos de México, S.A. de C.V. and the Prodigy Internet Plus Decision," IESE Business School case study M-1124-E.
39. Bertini, Marco and José Luis Nuevo (2001), "Canal Satélite Digital," IESE Business School case study M-1121-E.
40. Bertini, Marco and José Luis Nuevo (2001), "Lastminute.com (A) (B) (C)," IESE Business School case studies M-1115/1116/1117-E.
41. Bertini, Marco, Victoria Carrión, and José Luis Nuevo (2002), "The Recorded Music Industry," IESE Business School technical note MN-337-E.

Other

42. Reisman, Richard and Marco Bertini (2018), "A Novel Architecture to Monetize Digital Offerings," *Journal of Revenue and Pricing Management*, 17 (6), 453–8.
43. Bertini, Marco and Nader Tavassoli (2017), "When You Have to Choose Between Core and New Customers," *Harvard Business Review*, digital article, June 26.
44. Bertini, Marco (2014), "Price Wars and the Managers Who Start Them," *Business Strategy Review*, 25 (4), 52–5.
45. Bertini, Marco, Oded Koenigsberg, and Daniel Halbheer (2014), "Claiming the Credit," *Business Strategy Review*, 25 (1), 8.
46. Bertini, Marco and Richard Reisman (2013), "When Selling Digital Content, Let the Customer Set the Price," *Harvard Business Review*, digital article, November 18.
47. Ham, Tim and Marco Bertini (2013), "The Right Price, at the Right Moment, to the Right Customer," *Business Strategy Review*, 24 (1), 49–53.
48. Bertini, Marco (2012), "Holiday Discounts Are a Dangerous Drug," *Harvard Business Review*, digital article, November 23.
49. Bertini, Marco and Luc Wathieu (2012), "Starting Prices and Consumer Sensitivity to Customization," *Marketing Science Institute*, report 12-114.
50. Bertini, Marco (2012), "Putting a Price on Customer Loyalty," *Harvard Business Review*, video, July 24.

51. Bertini, Marco and John T. Gourville (2012), "Pricing Lessons from the London Olympics," *Harvard Business Review*, digital article, June 19.
52. Bertini, Marco (2012), "The Price of Olympic Success," *Business Strategy Review*, 23 (2), 43-7.
53. Bertini, Marco and Nader Tavassoli (2012), "Commercialising a Product: Managing Price as Part of Branding," *Financial Times*, May 8.
54. Bertini, Marco and Luc Wathieu (2012), "Price Wars and the Managers Who Start Them," *Business Strategy Review*, digital article, March 6.
55. Bertini, Marco and Ricardo Cabornero (2012), "The Perils of Popularity," *Business Strategy Review*, 23 (1), 51-5.
56. Bertini, Marco and Luc Wathieu (2011), "Choice Helps High-End Products, Hurts Low-End Products," *Harvard Business Review*, digital article, December 7.
57. Bertini, Marco, John T. Gourville, and Elie Ofek (2011), "When the Name Is the Game," *Business Strategy Review*, 22 (3), 50-5.
58. Bertini, Marco and Luc Wathieu (2011), "Pricing the Priceless," *Harvard Business Review*, digital article, July 20.
59. Hinterhuber, Andreas and Marco Bertini (2011), "Profiting When Customers Choose Value over Price," *Business Strategy Review*, 22 (1), 46-9.
60. Bertini, Marco (2008), "Shoppers Care About More than Just Price," *The Grocer*, November 8.
61. Bertini, Marco, Elie Ofek, and Dan Ariely (2008), "The Art of Positioning Product Enhancements," *Strategy+Business*, digital article, April 3.
62. Bertini, Marco, John Gourville, and Elie Ofek (2007), "The Branding of Next-Generation Products," *Marketing Science Institute*, report 07-113. (MSI most downloaded report of 2007.)

WORK IN PROGRESS

Manuscripts

Does cash really mean trash? An empirical investigation into the effect of retailer price promotions on household food waste (with A. van Lin, A. Aydinli, E. van Herpen, J. von Schuckmann), revising for resubmission, *Journal of Marketing*.

Timing the disclosure of prices: should firms delay the inevitable? (with D. Aparicio), under review, *Management Science*.

Embarrassment: a novel twist on a familiar emotion (with L. Barros, G. Donnelly, J. von Schuckmann)

Pricing and supply chain transparency to conscientious consumers (with S. Buehler, D. Halbheer)

Estimates, quotes, and negotiation in the pricing of projects (with E. Bialogorsky, O. Koenigsberg, D. Halbheer)

Transparency in pricing (with A. Kronrod, J. von Schuckmann)

Listen closely: your algorithms are talking to your customers (with O. Koenigsberg)

Pricing when WTP depends on the posted price (with L. Wathieu, M. O'Donnell)

PRESENTATIONS

Seminars (2016-)

China Europe International Business School, Shanghai, 2018

Wirtschafts Universität Wien, Vienna, 2017

National University of Singapore Business School, Singapore, 2017

Ludwig-Maximilians-Universität München, Munich, 2016

IDC Herzliya Arison School of Business, Herzliya, 2016

Conferences (2016–)

INFORMS Marketing Science, Durham, 2020
Association for Consumer Research, Atlanta, 2019
European Marketing Academy, Hamburg, 2019
Society for Consumer Psychology, Savannah, 2019
European Association for Research in Industrial Economics, Athens, 2018
INFORMS Marketing Science, Philadelphia, 2018
Swiss Society of Economics and Statistics, St. Gallen, 2018
European Marketing Academy, Glasgow, 2018
Babson College Pricing Camp, Wellesley, 2018
International Industrial Organization, Indianapolis, 2018
Committee for Industrial Economics, Vienna, 2018
Thought Leaders in Consumer Strategy, Amsterdam, 2017
Choice Symposium, Lake Louise, 2016

TEACHING

DEGREE PROGRAMMES

Executive Master of Business Administration

Marketing Strategy (London Business School–Columbia Business School, Warsaw University of Technology Business School), Pricing Strategy (Esade, Georgetown University–Esade, University of Cambridge).

Master of Business Administration

Marketing Strategy (Esade, IESE Business School, London Business School), Pricing Strategy (Esade, Harvard Business School, London Business School).

Master of Science

Pricing Strategy (Esade).

Doctor of Philosophy

Behavioural Research in Pricing (Esade, London Business School), Design and Analysis of Experiments (London Business School), Judgment and Decision Making (London Business School).

EXECUTIVE EDUCATION

Custom programmes

Air Liquide, Banco Bilbao Vizcaya Argentaria, Boston Consulting Group, Česká Sporitelna, The Coca-Cola Company, DAC Beachcroft, De Brauw, Ericsson, European Centre for Executive Development, ExxonMobil, Fédération Internationale de l'Automobile, Guangzhou Liby Enterprise, Hennes and Mauritz, Hewlett-Packard, Iberdrola, International Commerce Institute, LeasePlan, Linde, IBM, Merck Serono, Repsol, The Royal Mail, Sberbank, Seidor, Starbev, Strauss Coffee, Sun Microsystems, Telekom Austria, Telenor, Transmed, University of Witwatersrand, Vodafone, Yili, Young Presidents' Organization.

Open enrolment programmes

Pricing and Revenue Maximisation (Luxembourg School of Business), Advanced Marketing Strategy (Esade), inDIGITAL (Esade), Strategic Pricing (Aalto University), Chief Marketing

Officer Programme (CEIBS), Strategic Pricing Management (GfK Academy), Market-Driving Strategies (London Business School), Customer-Focused Marketing (London Business School).

PROFESSIONAL ACTIVITIES

ADVISORY & CONSULTING

AC Hotels, Armacell, Arrow Electronics, Astrazeneca, Chevron-Texaco, De Beers, Emel, Lasso, Merck, Merck Serono, Miller Brewing Company, Peregrine Corporation, Procter and Gamble, Smart Currency Exchange, Unión Española de Explosivos, USA Tobacco Education and Prevention Board.

KEYNOTES & TALKS

One Meeting, BBVA, Madrid, 2019
Pricing Roundtable, Boston Consulting Group, Munich, 2019
World Marketing and Sales Forum, World of Business Ideas, Milan, 2019
Leadership Conference, Badger International, George, 2019
Nordic Business Forum Sweden, Nordic Business Forum, Stockholm, 2019
CEO Conference, Investcorp, London, 2019
One Team One Vision, Novartis, Shanghai, 2019
EMEA HPS HW Category Event, HP, Barcelona, 2018
Annual Convention, EMEA Power Transmission Distributors Association, London, 2018
Global Sales Conference, Elkem, Kristiansand, 2017
Global Effective Pricing Summit, Corporate Parity, Barcelona, 2017
Four Years from Now, Mobile World Congress, Barcelona, 2017
Congreso Nacional Marketing, Asociación para el Progreso de la Dirección, Madrid, 2015
Eurasia Consumer Summit, TeliaSonera, Istanbul, 2015
Innovation for Growth, Science | Business, Barcelona, 2015
Global Conference, Permira Advisers, Madrid, 2015
Possibilities Conference, Austbrokers and IBNA Members, Barcelona, 2015
European Pricing Conference, Professional Pricing Society, Barcelona, 2014
BIG Chief Executive Officer P2P Meeting, PerCapita, Tallinn, 2014
Successful Selling, Institute of Sales and Marketing Management, Coventry, 2013
Achieving Commercial Excellence, Roland Berger, London, 2013
Financial Director Summit, Financial Director, London, 2013
Aftermarket Forum, European Pricing Platform, Frankfurt, 2013
Executive Forum, Global Retail Marketing Association, St Pete Beach, 2013
Directors Meeting, International Association of Department Stores, Stuttgart, 2013
Directors Club Meeting, Presidents Institute, Copenhagen, 2013
Commercial Excellence Conference, Simon-Kucher and Partners, London, 2012
Global Leadership Summit, London Business School, London, 2012
Chief Information Officer European Meeting, The Research Board, Brussels, 2010
Commercial Alignment Forum, GlaxoSmithKline, London, 2007

WORKSHOPS

Armacell, Association of Language Travel Organisations, Barceló Hotels and Resorts, Boehringer Ingelheim, Bolton Alimentari, British Sky Broadcasting, British Telecommunications, Brown-Forman, Fox Networks, Havas Media, Hewlett-Packard, In Vivo BVA, John Lewis Partnership, Mondy, Novartis, Occidental Hotels and Resorts, Orange, Pearson Ham Consulting, Pfizer, Poclain Hydraulics, Presidents Institute, PricewaterhouseCoopers, Procter and Gamble, Roland Berger, Schibsted, Shell, TeliaSonera, UK Technology Strategy Board, Valassis, Valora, Vodafone, Voestalpine, Which?, Worldreader.

SERVICE

ACADEMIA

Boards, Committees & Panels

Associate Editor, Journal of Consumer Research, 2021-
Scientific Panel, Spanish Ministry of Science, Innovation, and Universities, 2019
Editorial Board, Journal of Consumer Research, 2018-20
Co-Founder and Co-Chair, The Pricing Symposium, 2017-
Co-Chair, EMAC Conference, Pricing Track, 2015-7
Programme Committee, BDRM Conference, London, 2014
Associate Editor, ACR North American Conference, Chicago, 2013
Panelist, SCP Winter Conference Doctoral Consortium, San Antonio, 2013
Programme Committee, ACR European Conference, Barcelona, 2013

Reviewing

ACR European Conference, ACR North American Conference, California Management Review, Decision Analysis, EMAC McKinsey Marketing Dissertation Award, International Journal of Research in Marketing, Journal of Consumer Psychology, Journal of Economic Psychology, Journal of Marketing, Journal of Marketing Research, Journal of the Association for Consumer Research, La Londe Conference in Marketing Communications and Consumer Behavior, Management Science, Journal of Retailing, Marketing Science, MSI Doctoral Dissertation Proposal Competition, Organizational Behavior and Human Decision Processes, SCP Doctoral Dissertation Competition, SCP International Conference, SCP Winter Conference.

Supervision

Aylin Aydinli, Julia von Schuckmann, Shiva Mostafavi.

ADMINISTRATION

Co-founder, Esade Institute for Data-Driven Decisions
Extended Executive Committee, Esade, 2015-9
Advisory Council, Retail Forum, EsadeCreapolis, 2015-7
MBA Core Course Committee, London Business School, 2006-9

PERSONAL WEBSITES

Esade: www.esade.edu/faculty/marco.bertini

LinkedIn: www.linkedin.com/pub/marco-bertini/70/71a/913

ResearchGate: www.researchgate.net/profile/Marco_Bertini3

Social Science Research Network: www.ssrn.com/author=333662

Stern Speakers: <https://sternspeakers.com/speakers/marco-bertini/>