

Marco Bertini

Esade Business School
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APPOINTMENTS

Feb. 2021 – present	Senior Advisor – Boston Consulting Group
Jan. 2021 – Jun. 2022	Visiting Professor of Business Administration – Harvard Business School
Jun. 2020 – present	Professor of Marketing – Esade
Apr. 2015 – Apr. 2019	Department Chair, Marketing – Esade
Jul. 2014 – May 2020	Associate Professor of Marketing – Esade
May 2006 – Jun. 2014	Assistant Professor of Marketing – London Business School
Jun. 2000 – Aug. 2001	Lecturer of Marketing – IESE Business School

EDUCATION

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

- Spanish Ministry of Science and Innovation Challenges of the Society grant, 2021
- Swiss Academy of Marketing Science Rigor and Relevance Award, 2021
- 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, 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, 2011
- London Business School Research and Materials Development Fund, 2006–14
- American Marketing Association-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

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 (2022), “Carbon Footprinting and Pricing under Climate Concerns,” *Journal of Marketing*, 86 (2), 186–201.
 - Swiss Academy of Marketing Science Rigor and Relevance Award, 2021.
3. Bertini, Marco and Aylin Aydinli (2020), “Consumer Reactance to Promotional Favors,” *Journal of Retailing*, 96 (4), 578–89.
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 Zauberaman, 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, John Pineda, Amadeus Petzke, and Jean-Manuel Izaret (2021), “Can We Afford Sustainable Business? Taking a Creative Approach to Price Can Benefit Society, the Environment – and Your Company,” *MIT Sloan Management Review*, 63 (1), 25–33.
14. Bertini, Marco and Oded Koenigsberg (2021), “The Pitfalls of Pricing Algorithms: Be Mindful of How They Can Hurt Your Brand,” *Harvard Business Review*, 99 (5), 74–83.
15. Bertini, Marco and Oded Koenigsberg (2020), “Competing on Customer Outcomes,” *MIT Sloan Management Review*, 62 (1), 78–84.

16. Bertini, Marco and Nader Tavassoli (2017), "When It's Time to Expand Beyond the Base," *Harvard Business Review*, 95 (5), 143-7.
17. Bertini, Marco and Nader Tavassoli (2015), "Can One Business Unit Have Two Revenue Models?" *Harvard Business Review*, 93 (3), 121-5.
18. Bertini, Marco and Oded Koenigsberg (2014), "When Customers Help Set Prices," *MIT Sloan Management Review*, 55 (4), 57-64.
19. Bertini, Marco and John T. Gourville (2012), "Pricing to Create Shared Value," *Harvard Business Review*, 90 (6), 96-104.
20. 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.
21. Bertini, Marco and John T. Gourville (2011), "Time for a Unified Campaign?" *Harvard Business Review*, 89 (6), 129-33.
22. Bertini, Marco, John T. Gourville, and Elie Ofek (2011), "The Best Way to Name Your Product 2.0," *Harvard Business Review*, 89 (5), 36.
23. Bertini, Marco and Nirmalya Kumar (2010), "The Upstart's Assault," *Harvard Business Review*, 88 (7-8), 159-63.
24. Bertini, Marco and Luc Wathieu (2010), "How to Stop Customers from Fixating on Price," *Harvard Business Review*, 88 (5), 84-91.

BOOK CHAPTERS

25. 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.

OTHER PUBLICATIONS

26. Bertini, Marco, Julia von Schuckmann, and Ann Kronrod (2022), "Talking to Your Customers About Prices," *Harvard Business Review*, digital article, March 31.
27. van Lin, Arjen, Aylin Aydinli, Bertini, Marco, Erica van Herpen, and Julia von Schuckmann (2021), "Does Cash Really Mean Trash? An Empirical Investigation into the Effect of Retailer Price Promotions on Household Food Waste," *Marketing Science Institute*, report 20-131.
28. Bertini, Marco (2020), "Selling Value, Not Subscriptions, Is the Future of Business," *Forbes*, October 15.
29. Reisman, Richard and Marco Bertini (2018), "A Novel Architecture to Monetize Digital Offerings," *Journal of Revenue and Pricing Management*, 17 (6), 453-8.
30. Bertini, Marco and Nader Tavassoli (2017), "Case Study: When You Have to Choose Between Core and New Customers," *Harvard Business Review*, digital article, June 26.
31. Bertini, Marco (2014), "Price Wars and the Managers Who Start Them," *Business Strategy Review*, 25 (4), 52-5.
32. Bertini, Marco, Oded Koenigsberg, and Daniel Halbheer (2014), "Claiming the Credit," *Business Strategy Review*, 25 (1), 8.
33. Bertini, Marco and Richard Reisman (2013), "When Selling Digital Content, Let the Customer Set the Price," *Harvard Business Review*, digital article, November 18.
34. Ham, Tim and Marco Bertini (2013), "The Right Price, at the Right Moment, to the Right Customer," *Business Strategy Review*, 24 (1), 49-53.
35. Bertini, Marco (2012), "Holiday Discounts Are a Dangerous Drug," *Harvard Business Review*, digital article, November 23.
36. Bertini, Marco and Luc Wathieu (2012), "Starting Prices and Consumer Sensitivity to Customization," *Marketing Science Institute*, report 12-114.

37. Bertini, Marco and John T. Gourville (2012), "Pricing Lessons from the London Olympics," *Harvard Business Review*, digital article, June 19.
38. Bertini, Marco (2012), "The Price of Olympic Success," *Business Strategy Review*, 23 (2), 43-7.
39. Bertini, Marco and Nader Tavassoli (2012), "Case Study: New Pricing Scheme Backfires," *Financial Times*, May 8.
40. Bertini, Marco and Ricardo Cabornero (2012), "The Perils of Popularity," *Business Strategy Review*, 23 (1), 51-5.
41. Bertini, Marco and Luc Wathieu (2011), "Choice Helps High-End Products, Hurts Low-End Products," *Harvard Business Review*, digital article, December 7.
42. Bertini, Marco, John T. Gourville, and Elie Ofek (2011), "When the Name Is the Game," *Business Strategy Review*, 22 (3), 50-5.
43. Bertini, Marco and Luc Wathieu (2011), "Pricing the Priceless," *Harvard Business Review*, digital article, July 20.
44. Hinterhuber, Andreas and Marco Bertini (2011), "Profiting When Customers Choose Value over Price," *Business Strategy Review*, 22 (1), 46-9.
45. Bertini, Marco (2008), "Shoppers Care About More than Just Price," *The Grocer*, November 8.
46. Bertini, Marco, John Gourville, and Elie Ofek (2007), "The Branding of Next-Generation Products," *Marketing Science Institute*, report 07-113.
47. Nueno, José Luis and Marco Bertini (2001), "La Ventaja de una Logística Impecable: El Caso Condisline.es," *Harvard Deusto Marketing y Ventas*, 43, 54-61.

TEACHING MATERIALS

48. Bertini, Marco, Elie Ofek, Annelena Lobb, and Alexis Lefort (2022), "Pricing at Echosec Systems," Harvard Business School case study 9-522-072.
49. Ofek, Elie, Oded Koenigsberg, and Marco Bertini (2022), "Joy4Home Brands: Pricing Matters," Harvard Business School exercise 9-523-709.
50. Avery, Jill and Marco Bertini (2022), "Dollar Tree: Breaking the Buck," Harvard Business School case study 9-522-091.
51. Ofek, Elie, Marco Bertini, Dilyana Karadzhova Botha, and Esel Cekin (2021), "Project Maji: Pricing Water in Sub-Saharan Africa," Harvard Business School case study 9-522-043, teaching note 5-522-107, and courseware 522-719.
52. Ofek, Elie, Marco Bertini, and Nicole Tempest Keller (2021), "GoPro: Becoming a Subscription Hero," Harvard Business School case study N9-522-022.
53. Ofek, Elie, Marco Bertini, and Alpana Thapar (2021), "STARZPLAY: Shooting for the Stars," Harvard Business School case study 9-522-005.
54. Bertini, Marco, Elie Ofek, and Julia Kelley (2021), "Worldreader: Helping Readers Build a Better World," Harvard Business School case study 9-522-003.
55. Bertini, Marco and Oded Koenigsberg (2021), "NiPay's Pricing Conundrum," London Business School case study CCS-21-006.
56. Bertini, Marco and Oded Koenigsberg (2020), "Twisterden: Pricing a Go-to-Market Strategy," London Business School case study CCS-21-004.
57. Ofek, Elie, Eyal Bialogorsky, Marco Bertini, and Oded Koenigsberg (2020), "SenseAim Technologies: Pricing to Win," Harvard Business School exercise 9-521-049.
58. Ofek, Elie, Marco Bertini, Oded Koenigsberg, Elena Corsi, and Emer Moloney (2020), "Holaluz: Taking on the Spanish Energy Market," Harvard Business School case study 9-521-045.

59. Ofek, Elie, Marco Bertini, Oded Koenigsberg, and George Gonzalez (2020) "HP Instant Ink: (Self) Disrupting the Consumer Printing Market," Harvard Business School case study 9-521-016 and teaching note 5-521-084.
60. Ofek, Elie, Marco Bertini, and Oded Koenigsberg, and James Weber (2020), "Pearson: Efficacy 2.0," Harvard Business School case study 9-521-012 and teaching note 5-521-115.
61. Ofek, Elie, Marco Bertini, Oded Koenigsberg, and Amy Klopfenstein (2020), "Pricing at Netflix," Harvard Business School case study 9-521-004.
62. Bertini, Marco and Nader Tavassoli (2013), "Revenue Model Innovation at Roche Diagnostics," London Business School case study CS-13-015.
63. 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.
64. Gourville, John T. and Marco Bertini (2011), "Barceló Hotels and Resorts (A)," Harvard Business School case study 9-511-108.
65. Bertini, Marco and Diogo Coelho (2010), "Global Graphics: Pricing in a New Market," London Business School case study CS-10-014.
66. 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.
 - The Case Center best-selling case, 2013.
67. Bertini, Marco, Alastair Hirst, and Nirmalya Kumar (2009), "BT Business: Responding to 'Free Forever'," London Business School case study CS-08-041.
68. Bertini, Marco, Edward Parkinson, and Donna Everatt (2008), "Viagogo (A) (B)," London Business School case studies CS-08-039/040.
69. Bertini, Marco, Eduard Guiu, and José Luis Nueno (2002), "Vitamax Technologies," IESE Business School, case study M-1139-E.
70. Bertini, Marco, Victoria Carrión, and José Luis Nueno (2001), "Muxxic Latina," IESE Business School case study M-1135-E.
71. Bertini, Marco, Magali Lamyin, and José Luis Nueno (2001), "Teléfonos de México, S.A. de C.V. and the Prodigy Internet Plus Decision," IESE Business School case study M-1124-E.
72. Bertini, Marco and José Luis Nueno (2001), "Canal Satélite Digital," IESE Business School case study M-1121-E.
73. Bertini, Marco and José Luis Nueno (2001), "Lastminute.com (A) (B) (C)," IESE Business School case studies M-1115/1116/1117-E.
74. Bertini, Marco, Victoria Carrión, and José Luis Nueno (2002), "The Recorded Music Industry," IESE Business School technical note MN-337-E.

RESEARCH IN PROGRESS

- Does cash really mean trash? An empirical investigation into the effect of retailer price promotions on household food waste (with A. Aydinli, E. van Herpen, A. van Lin, J. von Schuckmann), under review, *Journal of Consumer Research*.
- Price disclosure: should firms delay the inevitable? (with F.M. Affonso, D. Aparicio, C. Janiszewski, A. Shiri, X. Wang, M. Xu), under review, *Journal of Consumer Research*.
- Unlocking customer advantage: how to capitalize on what makes your business meaningful and unique (with O. Koenigsberg, E. Ofek)
- The situational Samaritan: when and why the context of brand transgressions prompts moral cleansing (with L. Barros, G. Donnelly, J. von Schuckmann).
- How commercial should your social business be?
- 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, D. Halbheer, O. Koenigsberg)
- Pricing when WTP depends on the posted price (with M. O'Donnell, L. Wathieu)

TEACHING

EXECUTIVE EDUCATION (OPEN ENROLMENT)

Advanced Marketing Strategy (Esade); Chief Marketing Officer Program (CEIBS); Customer-Focused Marketing (London Business School); inDIGITAL (Esade); Market-Driving Strategies (London Business School); Pricing and Revenue Maximization (Luxembourg School of Business); Strategic Pricing (Aalto University); Strategic Pricing Management (GfK Academy).

EXECUTIVE MBA

Making Money: Mastering the Journey from Brand to Bucks (Esade, Georgetown University–Esade, University of Cambridge); Marketing Strategy (London Business School–Columbia Business School, Warsaw University of Technology Business School).

MBA

Making Money: Mastering the Journey from Brand to Bucks (Cornell SC Johnson College of Business, Esade, Harvard Business School, London Business School); Marketing Strategy (Esade, IESE Business School, London Business School).

MASTER OF SCIENCE

Making Money: Mastering the Journey from Brand to Bucks (Esade).

PHD

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

PROFESSIONAL ACTIVITIES

ADVISING

AC Hotels, Armacell, Arrow Electronics, Astrazeneca, Chevron-Texaco, De Beers, Desigual, Echosec Systems, Emel, Lasso, Merck, Merck Serono, Miller Brewing Company, Peregrine Corporation, P&G, Smart Currency Exchange, Unión Española de Explosivos, USA Tobacco Education and Prevention Board, Worldreader.

KEYNOTES AND TALKS

Asosación para el Progreso de la Dirección, Austbrokers and IBNA Australia, Badger International, BBVA, BCG, BCG Digital Ventures, Corporate Parity, CPA Australia, Elkem, European Power Transmission Distribution Association, European Pricing Platform, Financial Director, GlaxoSmithKline, Global Retail Marketing Association, HP, International Association of Department Stores, Investcorp, ISMM, Kantar Worldpanel, Mobile World Congress, Nordic Business Forum, Novartis, Simon-Kucher and Partners, PerCapita, Permira Advisers, Presidents Institute, Professional Pricing Society, Roland Berger, Telia Company, The Research Board, Vitality, World of Business Ideas, Worten.

WORKSHOPS AND CUSTOM PROGRAMS

Air Liquide, ALTO, APM, Armacell, AT&T, Barceló Hotels and Resorts, BBVA, Boehringer Ingelheim, Bolton Alimentari, Boston Consulting Group, British Telecom, Brown-Forman, Ceská Sporitelna, Coca-Cola Company, DAC Beachcroft, De Brauw, Ericsson, European House – Ambrosetti, ExxonMobil, FIA, Fox Networks, Guangzhou Liby Enterprise, Havas Media, H&M, HP, Iberdrola, International Commerce Institute, In Vivo BVA, John Lewis Partnership, LeasePlan, Linde, IBM, Merck Serono, Mondi, Novartis, Occidental Hotels and Resorts, Orange, Pearson Ham Consulting, Pfizer, Poclairn Hydraulics, Poste Italiane, PREMO, Presidents Institute, PricewaterhouseCoopers, Procter & Gamble, Repsol, Roland Berger, Royal Mail, Sberbank, Schibsted, Seidor, Shell, Sky, Smart Currency Exchange, Starbev, STARZPLAY, Strauss Coffee, Sun Microsystems, Telekom Austria, Telenor, Telia Company, Transmed, UK Technology Strategy Board, Valassis, Valora, Venrex, Vodafone, Voestalpine, Volkswagen, Which?, Yili, Young Presidents' Organization.

SERVICE

ADMINISTRATION, BOARDS, AND COMMITTEES

- Associate Editor, *Journal of Retailing*, 2022–
- Editorial Board, *International Journal of Research in Marketing*, 2021–
- Keep Children Reading Advisory Council, *Worldreader*, 2021–
- Associate Editor, *Journal of Consumer Research*, 2021–
- Scientific Committee, Spanish Ministry of Science and Innovation, 2019
- Editorial Board, *Journal of Consumer Research*, 2018–
- Co-Founder, Esade Institute for Data-Driven Decisions, 2018
- Co-Founder, The Pricing Symposium, 2017
- Co-Chair, EMAC Conference, Pricing Track, 2015–7
- Extended Executive Committee, Esade, 2015–9
- Advisory Council, Retail Forum, EsadeCreapolis, 2015–7
- Program Committee, BDRM Conference, London, 2014
- Associate Editor, ACR North American Conference, Chicago, 2013
- Program Committee, ACR European Conference, Barcelona, 2013
- MBA Core Course Committee, London Business School, 2006–9

REVIEWING

California Management Review, Decision Analysis, EMAC McKinsey Marketing Dissertation Award, *Journal of Consumer Psychology*, *Journal of Economic Psychology*, *Journal of Marketing*, *Journal of Marketing Research*, *Journal of the Association for Consumer Research*, *Management Science*, *Marketing Science*, MIT Press, MSI Doctoral Dissertation Proposal Competition, *Organizational Behavior and Human Decision Processes*, SCP Doctoral Dissertation Competition.