



# Legends in Marketing

SHELBY D. HUNT

Series Editor  
Jagdish N. Sheth

1

Volume Editor  
Paul Busch



# Legends in Marketing

## **SHELBY D. HUNT**

### **Series Editor**

Jagdish N. Sheth, Ph.D.

### **Volume 1**

## **MARKETING THEORY THE NATURE AND SCOPE OF MARKETING**

### **Volume Editor**

Paul Busch, Ph.D.



### **Contributors**

John F. Gaski, Ph.D.

Gregory T. Gundlach, Ph.D.

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Paul Busch

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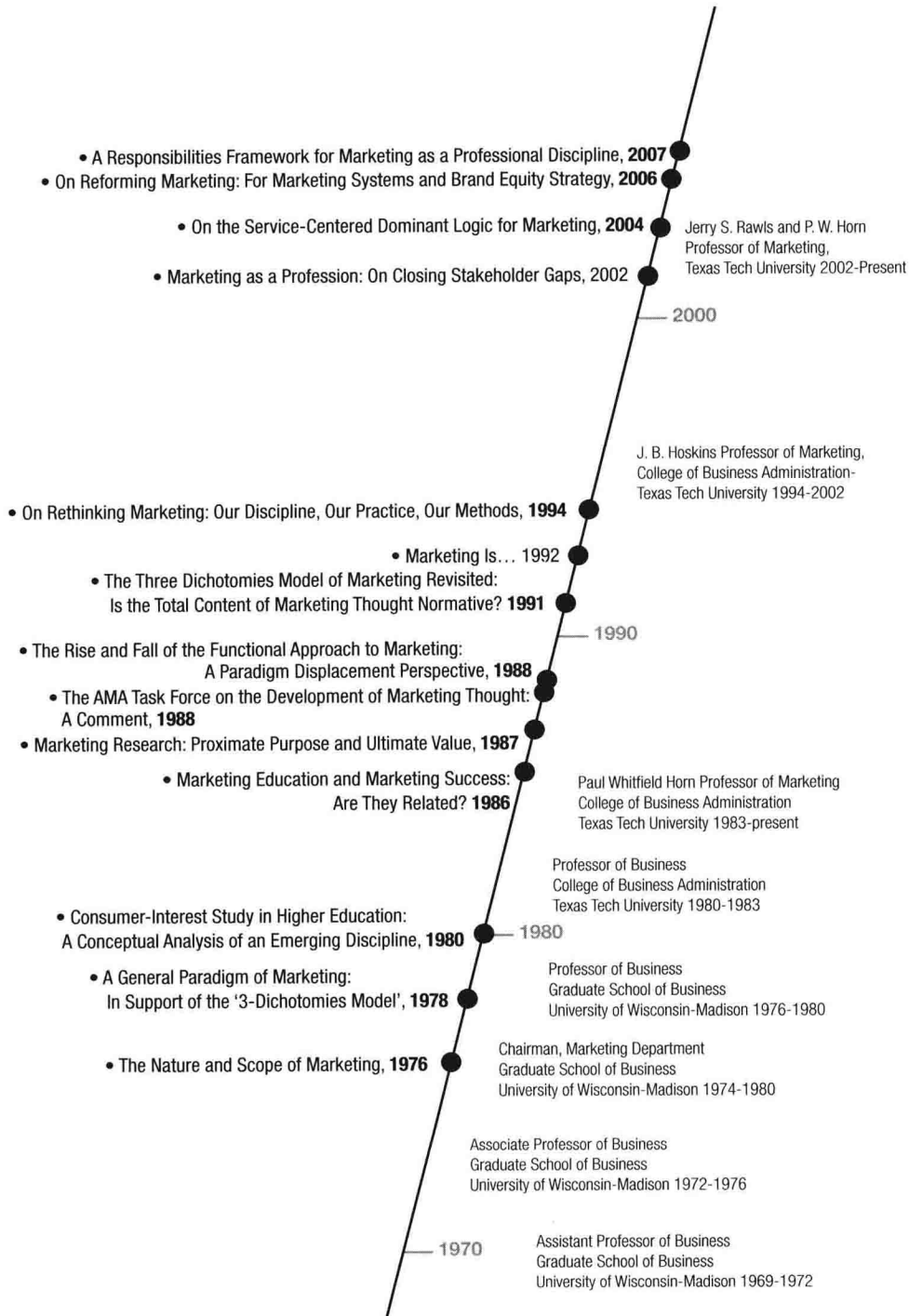


**SHELBY D. HUNT**

Shelby D. Hunt is the Jerry S. Rawls and P.W. Horn Professor of Marketing at the Rawls College of Business, Texas Tech University, Lubbock, Texas, USA. A past editor of the *Journal of Marketing* (1985–87), he is the author of numerous books, including *Foundations of Marketing Theory: Toward a General Theory of Marketing* (2002), *Controversy in Marketing Theory: For Reason, Realism, Truth, and Objectivity* (2003), and *A General Theory of Competition: Resources, Competences, Productivity, Economic Growth* (SAGE Publications, 2000). One of the 250 most frequently cited researchers in economics and business (Thomson-ISI), he has written numerous articles on competitive theory, strategy, macromarketing, ethics, relationship marketing, channels of distribution, philosophy of science, and marketing theory. Three of his *Journal of Marketing* articles won the Harold H. Maynard Award for the “best article on marketing theory.” His 1994 *Journal of Marketing* article “Commitment and Trust,” with Robert M. Morgan, was the most highly cited article in economics and business in the 1993–2003 decade (Thomson-ISI). For his contributions to theory and science in marketing, he has received multiple other distinguished awards.



# VOLUME 1 ARTICLE TIMELINE



# Legends in Marketing

As a post doc Research Fellow at Columbia University while writing the book *The Theory of Buyer Behavior* (Wiley, 1969) with my mentor and professor, John A. Howard, I had spent two full years in the stacks of Columbia University Library, reading in awe, classic books in psychology, philosophy, economics, sociology, and anthropology. I was always fascinated with history since my undergraduate days and especially with the biographies of philosophers, scholars and advisors to kings and monarchs. I was curious about how they developed their thoughts; what made them challenge existing wisdom; and the context or circumstances which made them propose alternative perspectives or explanations.

What impressed me the most through this experience was the realization that knowledge is recursive: what we discover today was also discovered yesterday but forgotten just like the ancient civilizations in Machu Picchu, Egypt, India, and China. The old monuments and ruins were overrun by vegetation and buried in forests or swallowed by floods, only to be rediscovered by archeologists and anthropologists. Just as we are in awe of ancient civilizations and marvel at how advanced our ancestors were in organizing civic societies and synthesizing extant knowledge in either scriptures or in mythologies, I am always in awe of insightful concepts, discoveries, experiments and synthesis of knowledge by well respected scholars. Furthermore, often their best writings are not just in top tier journals but also in symposia, monographs and chapters in specialized books. Often their books become textbooks for graduate students because of their unique perspectives or research findings. In fact, most of the best known scholars are more remembered by their books and not for their papers.

The breadth and depth of knowledge I gained in those two years at Columbia University was simply invaluable in writing *The Theory of Buyer Behavior*. This was also the case in my other academic books including *Marketing Theory: Evolution and Evaluation* (Wiley, 1988) and *Consumption Values and Market Choices* (Southwestern, 1991).

I followed that tradition in my doctoral seminars at the University of Illinois in Consumer Behavior, Marketing Theory and Multivariate Methods, by assigning and encouraging doctoral students to read classic writings, many of them out of print and

therefore not easily accessible, unlike today. Similarly, I continue to encourage doctoral students to read and review old literature to gain perspectives for their doctoral dissertations and research papers.

The genesis of *Legends in Marketing* comes from these experiences as a doctoral student, post-doc Fellow and doctoral seminar leader. There are world class thinkers and researchers in marketing, who, over their four to five decades of scholarship, have generated knowledge which is both deep and broad. However, it is scattered in different publications, some of them out of print and not digitized. What if we could assemble and organize this knowledge into volumes and make them available both in print and online? Hence, this series called *Legends in Marketing*.

The mission of *Legends in Marketing* is to:

1. Compile and organize decades of published academic research of a world renowned marketing scholar into six to ten volumes.
2. Ensure that his or her legacy is widely disseminated to the next generation of marketing scholars especially from emerging markets such as Africa, China, and India as well as from the transition economies of ex-Soviet Union including Russia, Eastern Europe, and Central Asia.
3. Preserve this knowledge as a Legacy in marketing.

Each Legend selected compiles and organizes his or her published works from academic journals, conference proceedings, chapters of books and any other source of publication. While this is not a census of all the Legend's writings, it includes a vast majority of his or her lifelong contributions over several decades which can be organized into six to ten volumes.

For each volume, the Legend selects a Volume Editor (VE) who is familiar with the Legend's publications in that specific area. The VE in collaboration with the Legend organizes the selected publications into a Table of Contents with thematic sections of the Volume. The VE also writes an Introduction to the Volume which traces the origins of the focal area, how the Legend has impacted that area and how the field is likely to evolve in the future.

The VE also invites three contributors who comment on how the Legend's work has impacted the field and them personally. Finally, the VE interviews the Legend to get his or her latest views and reflections on the published works.

I went through this process for my own writings with the extraordinary assistance from Balaji C. Krishnan, who agreed to be the Set Editor, resulting in eight volumes which SAGE (India) published in early 2010.

The first set of nine Legends who have agreed to be featured are:

Shelby D. Hunt	Kent B. Monroe	Naresh Malhotra
Richard Bagozzi	Philip Kotler	Yoram Wind
Paul Green	V. Kumar	Gerald Zaltman

Both SAGE (India) and I are very pleased with the strong interest and enthusiasm about the Legends in Marketing Series from faculty, doctoral students, and academic libraries, especially from emerging markets. I am especially pleased that each Legend is also passionate about this project. Our plan is to continue the Series each year by adding five to six additional Legends in Marketing. This is a very gratifying labor of love.

**Jagdish N. Sheth, Series Editor**  
**Emory University**

# Legends in Marketing: Shelby D. Hunt

There are very few marketing scholars who are as versatile, precise, and knowledgeable as Shelby Hunt. In marketing theory, you have to study his writings just as in earlier days, we all, as doctoral students, had to study Robert Bartels and Wroe Alderson. Shelby is what I refer to as a deep generalist. He is incredible in his depth of knowledge in philosophy of science and theory construction. At the same time, he is a generalist who can develop and articulate theories across different marketing domains ranging from the nature and scope of marketing to macromarketing to relationship marketing, and most recently, developing a respected and thoughtful general theory of marketing anchored to relative advantage.

Just like other Legends in Marketing, Shelby Hunt is exceptional in three skills. First, it is about what he has to say. It is insightful and thorough. Second, it is about how he says it. His style makes the subject matter easy to understand, concise, and to the point. Third, he knows how to frame the situation or the context. In fact, in my interview, he told me that it takes him several iterations and sheer hard work to write the first two or three paragraphs of an article. Once this is done to his satisfaction, the rest of the content flows naturally.

Shelby decided to become an academic as early as his freshman year in engineering at Ohio State University. One day there was a knock on his door. A fellow student in the 200-plus-student chemistry class that he didn't even know, asked him to be his tutor. He realized right then and there that he had a knack of explaining difficult material in ways that everyone can understand. This made him realize that he may be a good educator. Since then he has never looked back. When I asked him if he had second thoughts about the academic career spanning over four decades, his answer was a definite NO; he has no regrets. He has won virtually every academic award bestowed by the marketing discipline.

His advice to younger scholars: Be very efficient; don't waste time; and write down what works and what does not work for you. He is really puzzled by today's reduced teaching load in order to increase research productivity. For example, when he started

his academic career at the University of Wisconsin-Madison, he taught five different courses with five different preparations in his first three years. It never occurred to him that it was a lot of teaching. According to him, if you have curiosity to learn new things, you don't think of teaching as a burden. In fact, the best way to learn is to teach!

Shelby has no plans to retire unless some unexpected health-related issue interferes. He truly enjoys what he does. He was born into a family that owned a shoe store business and he learned how to sell in his youth. What may be a loss to the family business has been a great gift to the marketing discipline!

I have known Shelby Hunt for more than 40 years. We usually meet at academic conferences throughout the year. Sometimes we are asked to be on the same panel. I admire his writings and have personally benefited from his books and papers.

**Jagdish N. Sheth, Series Editor**  
**Emory University**

# **Volume Introduction: Marketing Theory: The Nature and Scope of Marketing—An Introduction to Shelby Hunt's Contributions to Marketing Theory**

**Paul Busch**

Professor of Marketing  
Mays Business School  
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## **Introduction**

**F**orty years have passed since I was a graduate student at the University of Wisconsin-Madison, where I took Marketing Theory with a professor who would become my mentor, colleague, and eventual friend: the now-legend in marketing, Dr Shelby Hunt. It was the spring of 1969 and Hunt was an assistant professor, newly arrived from Michigan State's doctoral program. He came to Wisconsin to develop a philosophy of science and theory dimension to the doctoral program, and so taught his course in marketing theory for the very first time that semester to our group of masters and doctoral students.

I vividly recall the lessons I learned from Shelby, one of which came on the first day of class when Hunt warned, "This course is going to be very different from any other course you have ever had." It was. In fact, it was so different that I attribute much of my early career decision to remain in the academy to the ideas and approaches permanently etched in my memory by Dr Hunt that semester and in the years that followed. However, the professional conclusions I made under the tutelage of Hunt were made by many students who had the challenge and the pleasure of learning from him and, later, working with him.

It is therefore a great honor and privilege for me to introduce the first of 10 volumes devoted to Shelby Hunt in the *Legends in Marketing* series. By outlining my personal and professional experiences with Dr Hunt as my professor, including an interview with Bill Pride, Professor of Marketing, Texas A&M University, who shares how Hunt's writings and visits as a speaker in Pride's marketing theory course impacted him and his students, proffering my evaluation of what I learned from the 14 articles contained within this volume, and providing commentaries written by four of Hunt's colleagues, some of whom were former doctoral students—John Gaski, Professor of Marketing, University of Notre Dame; Debra Ringold, Dean and JELD-WEN Professor of Free Enterprise, Willamette University; Greg Gundloch, Coggin Distinguished Professor of Marketing, University of North Florida and Senior Research Fellow, American Antitrust Institute, and Robert Smith, Professor of Marketing, Indiana University—I hope to give the reader a glimpse at the Shelby Hunt that those who know him have come to love and fear—but above all, respect and admire.

### **Marketing Theory Course: University of Wisconsin-Madison**

Hunt's Marketing Theory course was indeed different from others that I had taken up to that point. But the material was not the only element that set it apart, since Hunt had a novel pedagogical approach. At the risk of an understatement, the course had an extensive reading list accompanied by a set of related questions that he encouraged we research and answer in small study groups. I had the good fortune to form a group with two motivated and conscientious classmates who challenged my thinking, helped me see patterns and ideas that I had not before, and similarly benefitted from my contributions. Professor Hunt's course was thus a highly developmental learning experience for me. To the best of my recollection, it was the first time I had been encouraged by one of my professors to study in small groups; and it was an experience that taught me how effective it could be to learn in a collaborative format.

Dr Hunt also challenged us to be thoroughly prepared for classes and exams. He suggested that our goal should be to have all of our thinking and writing done *before* the exam and to simply think of the exams as an "opportunity to showcase what we learned." What a wonderful way to communicate his high expectations for his students!

The approach of providing study questions on reading assignments is one I have used as an instructor with excellent results throughout my career. I believe there are several reasons why this approach is so effective. First, as an instructor, it forces one to consider what is most important about the material. Second, it communicates to students what they should be sure to know, helping them focus their study efforts. The questions appropriately place the burden on the students to learn the material. Finally, it significantly facilitates grading because it clearly differentiates between who is prepared and who is not.

That theory is valuable and not impractical is one lesson that Hunt's students learned throughout class, a lesson that was often contrary to what they believed at the



outset. Writing on this common belief, Hunt indicated that changing this misperception requires that:

One need only note that a theory is a systematically related set of statements, including some lawlike generalizations, which are empirically testable. The purpose of theory is to increase scientific understanding through a systematized structure capable of both explaining and predicting phenomena. Thus, any structure that purports to be theoretical must be capable of explaining and predicting phenomena. Any structure that has neither explanatory nor predictive power is not a theory. Because the explanation and prediction of marketing phenomena are eminently practical concerns, the study and generation of marketing theory are practical pursuits of the first order. (Hunt, 2002: 6–7)

The lesson of theory's practicality was but one of the many things that Shelby offered his students and the Marketing discipline at large.

Two of Hunts' colleagues, emeritus professors Neil Ford and Gilbert Churchill of the University of Wisconsin-Madison Marketing Department, provided insights into Hunt's myriad contributions during their tenure. Professor Neil Ford pointed out that Hunt provided his distinguished service as Department Chair and established Mu Kappa Tau, an honorary marketing society that continues to be an outstanding success. Recalling Hunt's Marketing Theory course, Ford (personal communication, February 11, 2010) added, "The University of Wisconsin-Madison's marketing program did not have any marketing theory courses when the decision was made to hire Shelby. Shelby brought to the marketing program much needed breadth and depth in the marketing theory area."

Similarly, Professor Gilbert Churchill (personal communication, February 13, 2010) recollected that:

[Hunt's course in Marketing Theory was a] pivotal part of the marketing doctoral program at the University of Wisconsin. Once our students began to understand philosophy of science issues including how theories are developed and tested and the kinds of evidence that can be used to either support or refute them, they became more critical thinkers and better scholars. The marketing faculty believed the marketing theory course was so strategically important to our doctoral program that we immediately recruited and hired another faculty member who could teach the course when we learned Shelby was leaving Wisconsin.

Churchill further added that the impact of Hunt's marketing theory course extended to the Master's in marketing research program. The interaction and interplay among the marketing theory and measurement courses helped to prepare students to understand the meaning and value of constructs, their measurement, and how constructs relate to each other. As time went on, the marketing measurement and marketing theory courses formed a symbiotic relationship, which was the hallmark of the marketing Doctoral and Master's programs at the University of Wisconsin. Per